CITYGATE ASSOCIATES, LLC

■ FOLSOM (SACRAMENTO)   MANAGEMENT CONSULTANTS ■

FUNCTIONAL AND ORGANIZATIONAL ANALYSIS OF THE DEPARTMENT OF PLANNING AND LAND USE FOR THE

COUNTY OF SAN DIEGO, CA

Final Report

VOLUME 2 OF 2 – SURVEY APPENDIX

September 5, 2008

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TABLE OF CONTENTS

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APPENDIX A

EMPLOYEE SURVEY ANALYSIS

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SECTION I—EMPLOYEE SURVEY ANALYSIS: OVERVIEW AND METHODOLOGY

Citygate conducted Internet-based Employee Surveys between February 5 and February 15, 2008 for the employees of San Diego County's DPLU and associated land development services provided by other County departments, including DEH, DPR, and DPW. For DPLU, 234 employees were invited to participate in this survey. For the other County departments of DEH, DPR, and DPW, a total of 96 employees were invited.

Details of the deployment are shown below.

DPLU	
Launch Date	02/05/2008 – 9:00 AM
Close Date	02/15/2008 – 5:00 PM
Visits[1]	200
Partials[2]	29
Completes[3]	**119**

DEH, DPR, and DPW	
Launch Date	02/05/2008 – 9:00 AM
Close Date	02/15/2008 – 5:00 PM
Visits	66
Partials	0
Completes	**36**

The table below shows the total number of completed surveys listed by department, compared to the total number of employees invited in each department.

Department(s)	Completed Surveys	Total # Possible	Response Ratio
DPLU	119	234	51%
DEH, DPR, and DPW	36	96	38%
Total	**155**	**330**	**47%**

Apart from several employee classification questions, the survey consisted of closed-ended "degree-of-agreement" statements organized into 8 different sections. For each "degree-of-agreement" statement, respondents were asked to rate their agreement with the statements from "Strongly Agree" (5) to "Strongly Disagree" (1) with the statement. For DPLU, there were 57 of these statements; for the other County departments of DEH, DPR, and DPW, there were 37 of these statements. Additionally, 9 open-ended questions were asked in both surveys to provide employees with an opportunity to fully express their opinions, concerns and suggestions. Each of the sections addressed different topics including:

◆ Section 1 – Mission, Goals and Objectives

◆ Section 2 – Organization, Workload and Staffing

◆ Section 3 – Morale and Positive Work Environment

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[1] "Visits" – the total number of times the survey site was visited during the open period.
[2] "Partial" – the number of surveys that were begun but not completed. These surveys *cannot* be added to the database.
[3] "Completes" – the number of surveys that were *completed* and *successfully* added to the database.

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- ◆ Section 4 – Customers and Service
- ◆ Section 5 – Organizational Effectiveness
- ◆ Section 6 – Decision-making and Communication
- ◆ Section 7 – Resources and Technology
- ◆ Section 8 – Leadership and Supervision.

It should be noted in reviewing the results that the employees were not required to answer any question. Additionally, they were permitted to respond "Don't Know/Not Applicable" to the degree-of-agreement statements, and these responses were excluded from the mean response calculations. Therefore, the response totals do not always add to the totals of 119 or 36 completed surveys for DPLU and DEH, DPR, and DPW respectively.

ORGANIZATION OF ANALYSIS

The results for both DPLU and DEH, DPR, and DPW surveys are presented in parallel formats in separate sections, organized in the following order:

Summary of Findings (10 Highest/Lowest Overall Statements)

- ◆ The 10 statements receiving the *overall* highest and lowest mean score. A graphical display of this information is also presented.

Statistical Analysis for Each Statement

- ◆ All the survey statements are presented with the calculation of the Mean, Median, Mode and Standard Deviation along with the percentage of each type of response.

Breakdown by Survey Section / Topic

- ◆ The mean section score for all of the statements in each section of the survey.

Employee Classification Questions and Open-Ended Responses

- ◆ The raw data for all employee classification questions included on the survey.
- ◆ Summary of all open-ended responses.

DEFINITION OF TERMS

The terms defined below are encountered in the information that follows:

<u>Mean</u>: An arithmetic mean that is the sum of the responses for each statement divided by the number of responses for each statement.

<u>Median</u>: "Middle value" of a list. That is, half the numbers in the list are greater than the median response and half are less.

<u>Mode</u>: The most frequently occurring number in a list. In the case of the Employee Survey, it was the response (from "Strongly Disagree" to "Strongly Agree") that was the most often chosen for any one statement.

Standard Deviation: Standard deviation tells how spread out the responses are from the arithmetic mean. A standard deviation close to zero indicates that most responses are close to the mean response and that a greater degree of agreement exists among employees with regard to the statement. A greater standard deviation indicates that there was a wider spread of variation in the responses and that a greater degree of disagreement exists among employees with regard to the statement.

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SECTION II—DEPARTMENT OF PLANNING AND LAND USE RESULTS

SUMMARY OF FINDINGS

The results for the DPLU Employee Survey are summarized below. This summary includes the 10 highest ranking statements (presented below) and the 10 lowest ranking statements (presented on page 6). The highest ranking statements include: 'Service to the public is strongly emphasized in my Division' (4.08); 'Service to the public is strongly emphasized in the DPLU' (3.91); and 'I understand my manager/supervisor's expectations of the job I perform' (3.62). The lowest ranking statements include: 'Given the level of staffing within my Division, the goals and objectives of the Division are achievable' (2.49); 'There is an effective flow of information between management and staff of the DPLU and associated land development services in other County departments' (2.50); and 'There is good coordination of projects and functions between the DPLU and associated land development services' (2.52).

10 Highest Ranking Statements

(Presented in *descending* order. 5 is the highest score)

Statement	Mean	Median	Mode	Std Dev
IV-1. Service to the public is strongly emphasized in my Division.	4.08	4	4	0.92
IV-2. Service to the public is strongly emphasized in the DPLU.	3.91	4	4	1.09
VIII-9. I understand my manager/supervisor's expectations of the job I perform.	3.62	4	4	1.09
I-5. I agree with the mission statement put forth by the DPLU.	3.62	4	4	0.85
IV-5. Customer inquiries are responded to in a reasonable amount of time.	3.58	4	4	1.06
VIII-6. My manager/supervisor keeps commitments he/she makes to me.	3.55	4	4	1.26
VIII-5. My manager/supervisor values my time as much as his/her own.	3.53	4	4	1.25
VIII-7. My manager/supervisor encourages teamwork in my Division.	3.50	4	4	1.28
VIII-3. I receive clear and specific direction from my supervisor(s) regarding my work assignments.	3.48	4	4	1.17
I-3. The established goals and objectives of my Division have been clearly communicated to me.	3.47	4	4	1.11

The mean of each statement is presented graphically on the next page.

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10 Highest Ranking Statements
(in descending order)

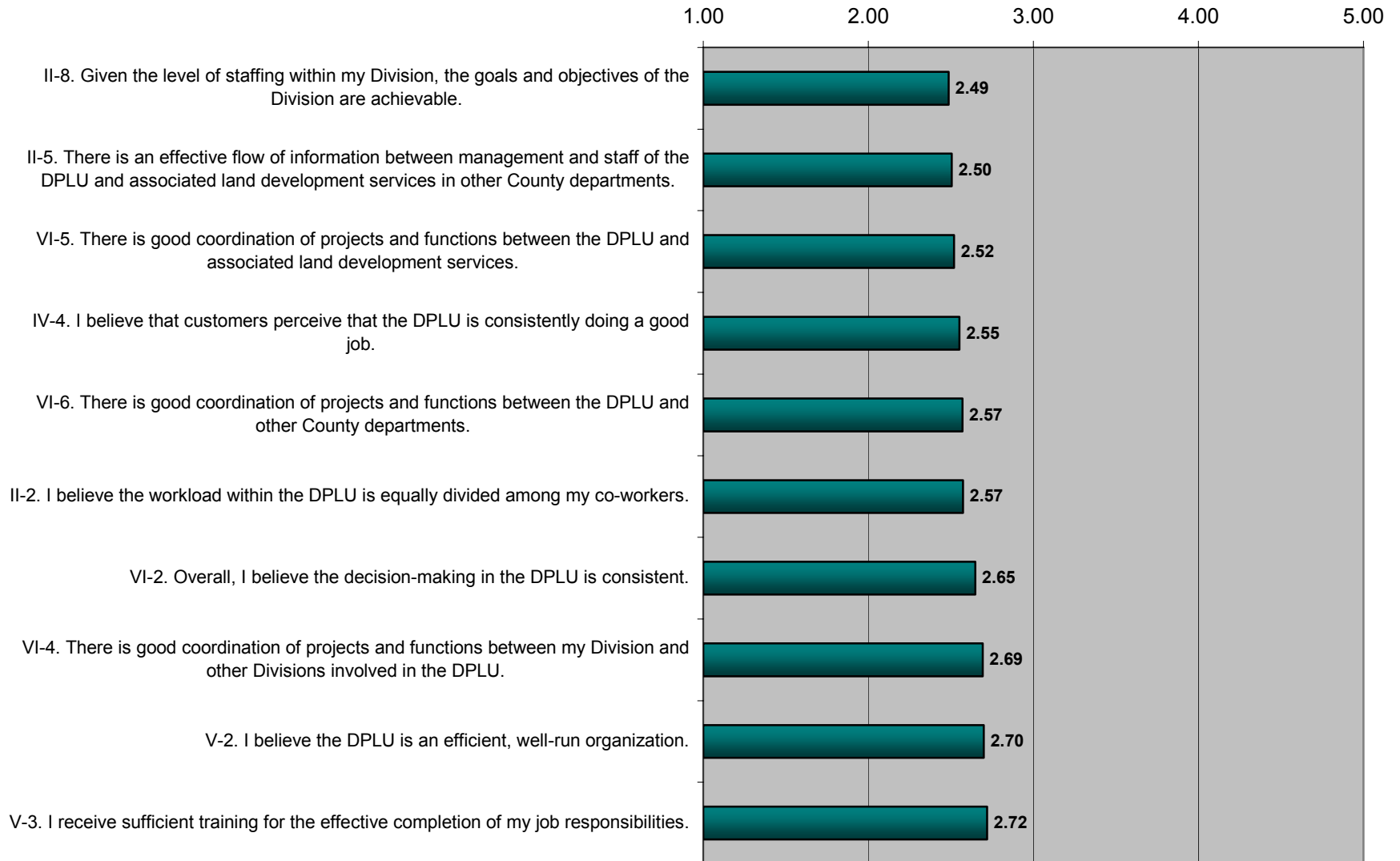| Statement	Score
IV-1. Service to the public is strongly emphasized in my Division.	4.08
IV-2. Service to the public is strongly emphasized in the DPLU.	3.91
VIII-9. I understand my manager/supervisor's expectations of the job I perform.	3.62
I-5. I agree with the mission statement put forth by the DPLU.	3.62
IV-5. Customer inquiries are responded to in a reasonable amount of time.	3.58
VIII-6. My manager/supervisor keeps commitments he/she makes to me.	3.55
VIII-5. My manager/supervisor values my time as much as his/her own.	3.53
VIII-7. My manager/supervisor encourages teamwork in my Division.	3.50
VIII-3. I receive clear and specific direction from my supervisor(s) regarding my work assignments.	3.48
I-3. The established goals and objectives of my Division have been clearly communicated to me.	3.47

10 Lowest Ranking Statements

(Presented in *ascending* order. 1 is the lowest score)

Statement	Mean	Median	Mode	Std Dev
II-8. Given the level of staffing within my Division, the goals and objectives of the Division are achievable.	**2.49**	2	2	1.21
II-5. There is an effective flow of information between management and staff of the DPLU and associated land development services in other County departments.	**2.50**	2	2	1.01
VI-5. There is good coordination of projects and functions between the DPLU and associated land development services.	**2.52**	3	3	1.04
IV-4. I believe that customers perceive that the DPLU is consistently doing a good job.	**2.55**	3	2	0.93
VI-6. There is good coordination of projects and functions between the DPLU and other County departments.	**2.57**	3	3	1.04
II-2. I believe the workload within the DPLU is equally divided among my co-workers.	**2.57**	3	3	1.10
VI-2. Overall, I believe the decision-making in the DPLU is consistent.	**2.65**	3	4	1.15
VI-4. There is good coordination of projects and functions between my Division and other Divisions involved in the DPLU.	**2.69**	3	2	1.08
V-2. I believe the DPLU is an efficient, well-run organization.	**2.70**	3	3	1.04
V-3. I receive sufficient training for the effective completion of my job responsibilities.	**2.72**	3	4	1.21

The mean of each statement is presented graphically on the next page.

10 Lowest Ranking Statements
(in ascending order)

Statement	Value
II-8. Given the level of staffing within my Division, the goals and objectives of the Division are achievable.	2.49
II-5. There is an effective flow of information between management and staff of the DPLU and associated land development services in other County departments.	2.50
VI-5. There is good coordination of projects and functions between the DPLU and associated land development services.	2.52
IV-4. I believe that customers perceive that the DPLU is consistently doing a good job.	2.55
VI-6. There is good coordination of projects and functions between the DPLU and other County departments.	2.57
II-2. I believe the workload within the DPLU is equally divided among my co-workers.	2.57
VI-2. Overall, I believe the decision-making in the DPLU is consistent.	2.65
VI-4. There is good coordination of projects and functions between my Division and other Divisions involved in the DPLU.	2.69
V-2. I believe the DPLU is an efficient, well-run organization.	2.70
V-3. I receive sufficient training for the effective completion of my job responsibilities.	2.72

Below, all the DPLU Employee Survey statements are presented with the calculation of the Mean, Median, Mode and Standard Deviation along with the percentage of each type of response, including "Don't Know/Not Applicable" and those left blank.

Statistical Analysis for Each Statement – DPLU

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
1. Mission, Goals and Objectives												
I-1. The goals and objectives of my Division manager are reasonable.	3.45	4	4	1.18	17%	37%	19%	13%	8%	5%	1%	100%
I-2. The goals and objectives for the DPLU are reasonable.	3.35	4	4	1.15	13%	36%	21%	14%	8%	6%	3%	100%
I-3. The established goals and objectives of my Division have been clearly communicated to me.	3.47	4	4	1.11	15%	40%	24%	10%	8%	2%	1%	100%
I-4. The established goals and objectives of the DPLU have been clearly communicated to me.	3.22	3	4	1.10	8%	37%	27%	16%	8%	3%	1%	100%
I-5. I agree with the mission statement put forth by the DPLU.	3.62	4	4	0.85	12%	37%	29%	6%	1%	13%	3%	100%
2. Organization, Workload and Staffing												
II-1. I believe the workload within my Division is equally divided among my co-workers.	2.80	3	4	1.22	5%	31%	18%	25%	18%	3%	1%	100%
II-2. I believe the workload within the DPLU is equally divided among my co-workers.	2.57	3	3	1.10	1%	19%	26%	20%	18%	14%	1%	100%
II-3. There is an effective flow of information between management and staff within my Division.	3.00	3	4	1.21	6%	36%	18%	19%	14%	2%	4%	100%
II-4. There is an effective flow of information between management and staff within the DPLU.	2.76	3	3	1.12	2%	28%	28%	20%	17%	4%	2%	100%

Statistical Analysis for Each Statement – <u>DPLU</u>

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
II-5. There is an effective flow of information between management and staff of the DPLU and associated land development services in other County departments.	**2.50**	2	2	1.01	0%	18%	27%	29%	17%	8%	2%	100%
II-6. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	**3.06**	3	4	1.21	6%	39%	24%	12%	17%	0%	2%	100%
II-7. Written policies and procedures are available and consistently followed in day-to-day operations.	**2.86**	3	3	1.13	3%	29%	35%	13%	18%	0%	2%	100%
II-8. Given the level of staffing within my Division, the goals and objectives of the Division are achievable.	**2.49**	2	2	1.21	5%	18%	19%	29%	24%	3%	1%	100%
3. Morale and Positive Work Environment												
III-1. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	**3.10**	3	4	1.24	11%	35%	19%	20%	13%	0%	1%	100%
III-2. I feel that I have sufficient authority to uphold recommendations and policies when challenged.	**3.03**	3	4	1.20	7%	37%	18%	21%	13%	2%	2%	100%
III-3. I believe my Division does not operate under a crisis management approach.	**2.72**	3	3	1.08	4%	17%	36%	21%	15%	6%	1%	100%
III-4. I believe opportunities for employee involvement are adequate.	**2.99**	3	4	1.15	5%	32%	29%	14%	14%	3%	2%	100%
III-5. I believe there is good teamwork in the DPLU.	**3.03**	3	4	1.26	8%	35%	23%	13%	18%	1%	2%	100%
III-6. The work environment in DPLU is supportive and positive.	**2.74**	3	4	1.29	8%	25%	24%	18%	24%	1%	1%	100%
III-7. DPLU is an inspiring place to work.	**2.75**	3	3	1.22	7%	22%	30%	18%	21%	2%	1%	100%

Statistical Analysis for Each Statement – DPLU

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
4. Customers and Service												
IV-1. Service to the public is strongly emphasized in my Division.	**4.08**	4	4	0.92	36%	44%	13%	5%	2%	0%	1%	100%
IV-2. Service to the public is strongly emphasized in the DPLU.	**3.91**	4	4	1.09	32%	42%	13%	7%	5%	1%	1%	100%
IV-3. The County has an effective process for listening to citizen or customer concerns.	**3.42**	4	4	1.03	11%	41%	26%	13%	5%	3%	2%	100%
IV-4. I believe that customers perceive that the DPLU is consistently doing a good job.	**2.55**	3	2	0.93	0%	17%	33%	35%	13%	2%	1%	100%
IV-5. Customer inquiries are responded to in a reasonable amount of time.	**3.58**	4	4	1.06	14%	47%	21%	7%	7%	3%	1%	100%
IV-6. Environmental documents are prepared in a timely manner within the framework of state and federal law.	**2.89**	3	3	0.89	2%	12%	34%	12%	5%	34%	3%	100%
5. Organizational Effectiveness												
V-1. I believe my Division is an efficient, well-run organization.	**2.96**	3	3	1.17	8%	28%	29%	20%	13%	1%	2%	100%
V-2. I believe the DPLU is an efficient, well-run organization.	**2.70**	3	3	1.04	2%	22%	32%	25%	14%	3%	2%	100%
V-3. I receive sufficient training for the effective completion of my job responsibilities.	**2.72**	3	4	1.21	4%	29%	20%	25%	20%	0%	1%	100%
V-4. Overall, I believe the DPLU's performance is above average.	**2.94**	3	4	1.18	6%	30%	26%	18%	15%	4%	1%	100%
V-5. I believe the DPLU has a solution-oriented philosophy.	**2.97**	3	4	1.20	7%	32%	27%	16%	16%	2%	1%	100%
6. Decision-making and Communication												
VI-1. Overall, I believe the decision-making in my Division is consistent.	**2.84**	3	4	1.20	6%	30%	18%	27%	15%	2%	2%	100%

Statistical Analysis for Each Statement – <u>DPLU</u>

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
VI-2. Overall, I believe the decision-making in the DPLU is consistent.	**2.65**	3	4	1.15	2%	26%	20%	24%	18%	8%	2%	100%
VI-3. It is clear to me what my role is in the process of the larger task that is to be performed.	**3.43**	4	4	1.09	13%	45%	22%	13%	7%	0%	1%	100%
VI-4. There is good coordination of projects and functions between my Division and other Divisions involved in the DPLU.	**2.69**	3	2	1.08	2%	24%	25%	28%	14%	5%	2%	100%
VI-5. There is good coordination of projects and functions between the DPLU and associated land development services.	**2.52**	3	3	1.04	3%	12%	29%	26%	16%	13%	1%	100%
VI-6. There is good coordination of projects and functions between the DPLU and other County departments.	**2.57**	3	3	1.04	2%	15%	27%	26%	14%	14%	2%	100%
VI-7. I generally find that I have adequate decision-making authority in processing an application, administering a permit, or assisting a customer in another way.	**3.39**	4	4	1.06	8%	42%	20%	10%	7%	12%	2%	100%
VI-8. Regulations and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	**3.31**	3	4	0.99	6%	36%	29%	9%	6%	13%	1%	100%
7. Resources and Technology												
VII-1. I have sufficient resources to complete my work, such as office space, computers, etc.	**3.10**	4	4	1.28	11%	39%	13%	22%	14%	1%	1%	100%
VII-2. The equipment and technology used in the DPLU are up-to-date.	**3.03**	3	4	1.18	8%	36%	18%	26%	11%	0%	1%	100%
VII-3. Resources and equipment needed for the performance of my job tasks are properly maintained.	**2.89**	3	4	1.20	7%	30%	24%	23%	16%	0%	1%	100%

Statistical Analysis for Each Statement – DPLU

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
VII-4. Overall, the DPLU's computer tracking systems address our project tracking needs.	**2.91**	3	4	1.11	3%	31%	27%	18%	13%	8%	1%	100%

8. Leadership and Supervision

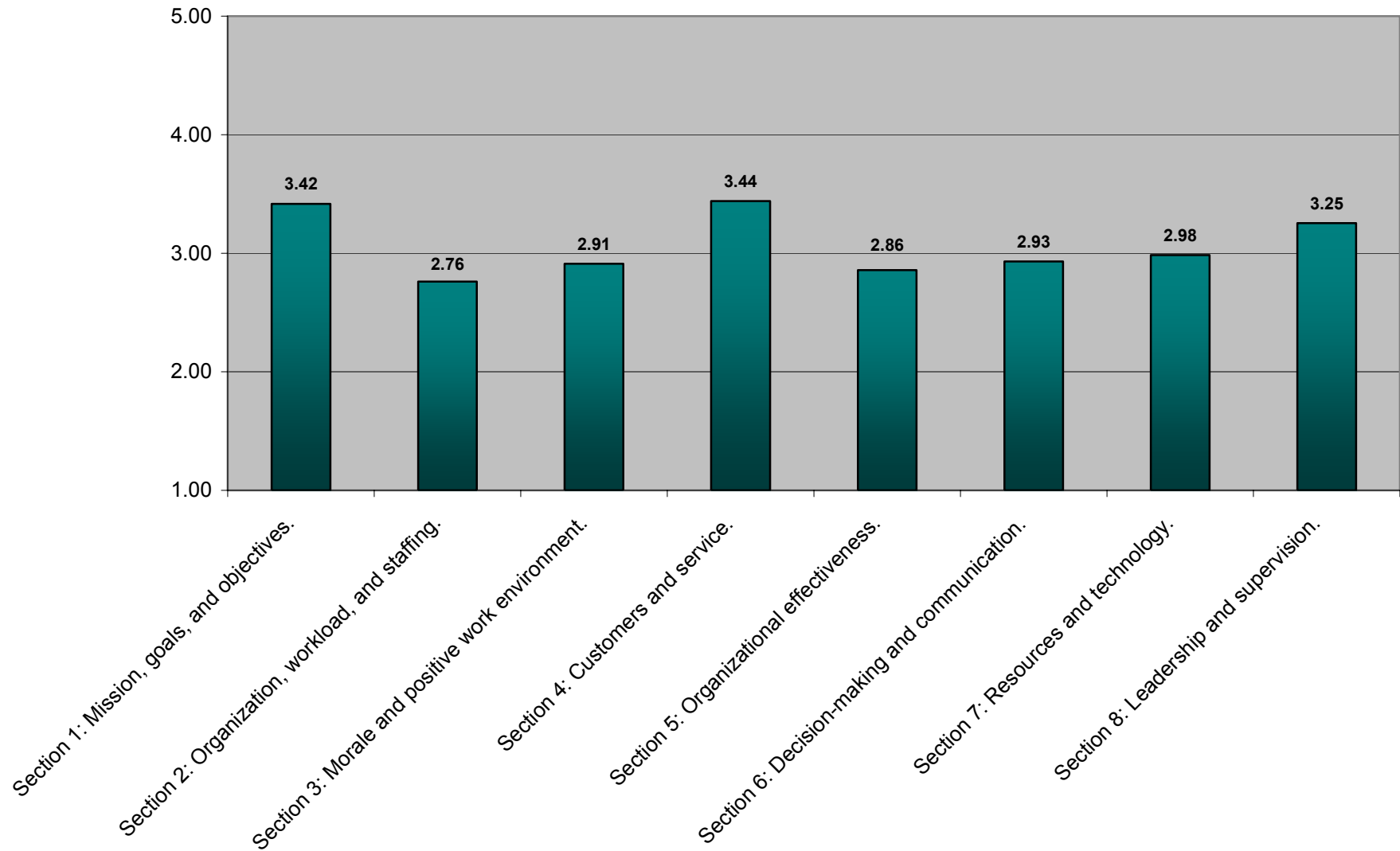|	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
VIII-1. The management of my Division contributes to the productivity of my Division.	**3.21**	4	4	1.22	12%	36%	19%	18%	11%	3%	1%	100%
VIII-2. The management of the DPLU contributes to the productivity of my Division.	**2.79**	3	3	1.24	6%	24%	24%	16%	19%	9%	1%	100%
VIII-3. I receive clear and specific direction from my supervisor(s) regarding my work assignments.	**3.48**	4	4	1.17	18%	41%	18%	14%	8%	1%	1%	100%
VIII-4. The management of my Division listens to employees.	**3.15**	3	4	1.26	12%	32%	21%	14%	13%	5%	3%	100%
VIII-5. My manager/supervisor values my time as much as his/her own.	**3.53**	4	4	1.25	20%	44%	13%	8%	12%	2%	1%	100%
VIII-6. My manager/supervisor keeps commitments he/she makes to me.	**3.55**	4	4	1.26	23%	39%	15%	9%	11%	1%	2%	100%
VIII-7. My manager/supervisor encourages teamwork in my Division.	**3.50**	4	4	1.28	19%	45%	13%	8%	13%	1%	1%	100%
VIII-8. Department leaders handle human errors on the part of staff in a constructive and respectful manner.	**2.90**	3	4	1.25	6%	33%	24%	14%	20%	3%	1%	100%
VIII-9. I understand my manager/supervisor's expectations of the job I perform.	**3.62**	4	4	1.09	19%	45%	18%	12%	5%	1%	1%	100%
VIII-10. Leadership realizes that "perfection" is unachievable and has realistic expectations for measuring employee performance.	**2.75**	3	4	1.26	8%	25%	20%	24%	20%	2%	1%	100%

The following table shows the mean score for all of the statements in each section of the DPLU Employee Survey. This allows for a comparison to be made between the various topics addressed in the survey.

Presented in Order According to the Survey

Section	Mean	Median	Mode	Std Dev
Section 1: Mission, goals, and objectives.	**3.42**	4	4	1.09
Section 2: Organization, workload, and staffing.	**2.76**	3	4	1.17
Section 3: Morale and positive work environment.	**2.91**	3	4	1.21
Section 4: Customers and service.	**3.44**	4	4	1.13
Section 5: Organizational effectiveness.	**2.86**	3	4	1.16
Section 6: Decision-making and communication.	**2.93**	3	4	1.14
Section 7: Resources and technology.	**2.98**	3	4	1.20
Section 8: Leadership and supervision.	**3.25**	4	4	1.27

This information is presented graphically on the next page.

Mean Score by Survey Section

Chart values (left to right):

- Section 1: Mission, goals, and objectives. — 3.42
- Section 2: Organization, workload, and staffing. — 2.76
- Section 3: Morale and positive work environment. — 2.91
- Section 4: Customers and service. — 3.44
- Section 5: Organizational effectiveness. — 2.86
- Section 6: Decision-making and communication. — 2.93
- Section 7: Resources and technology. — 2.98
- Section 8: Leadership and supervision. — 3.25

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The same information is now presented sorted from highest mean score (per section) to lowest mean score. The highest scores were received by 'customers and service' (3.44) and 'mission, goals, and objectives' (3.42). Conversely, the lowest mean scores were received by 'organization, workload, and staffing' (2.76) and 'organizational effectiveness' (2.86).

Presented from Highest to Lowest

Section	Mean	Median	Mode	Std Dev
Section 4: Customers and service.	**3.44**	4	4	1.13
Section 1: Mission, goals, and objectives.	**3.42**	4	4	1.09
Section 8: Leadership and supervision.	**3.25**	4	4	1.27
Section 7: Resources and technology.	**2.98**	3	4	1.20
Section 6: Decision-making and communication.	**2.93**	3	4	1.14
Section 3: Morale and positive work environment.	**2.91**	3	4	1.21
Section 5: Organizational effectiveness.	**2.86**	3	4	1.16
Section 2: Organization, workload, and staffing.	**2.76**	3	4	1.17

This information is presented graphically on the next page.

Mean Score by Survey Section
(presented in descending order)
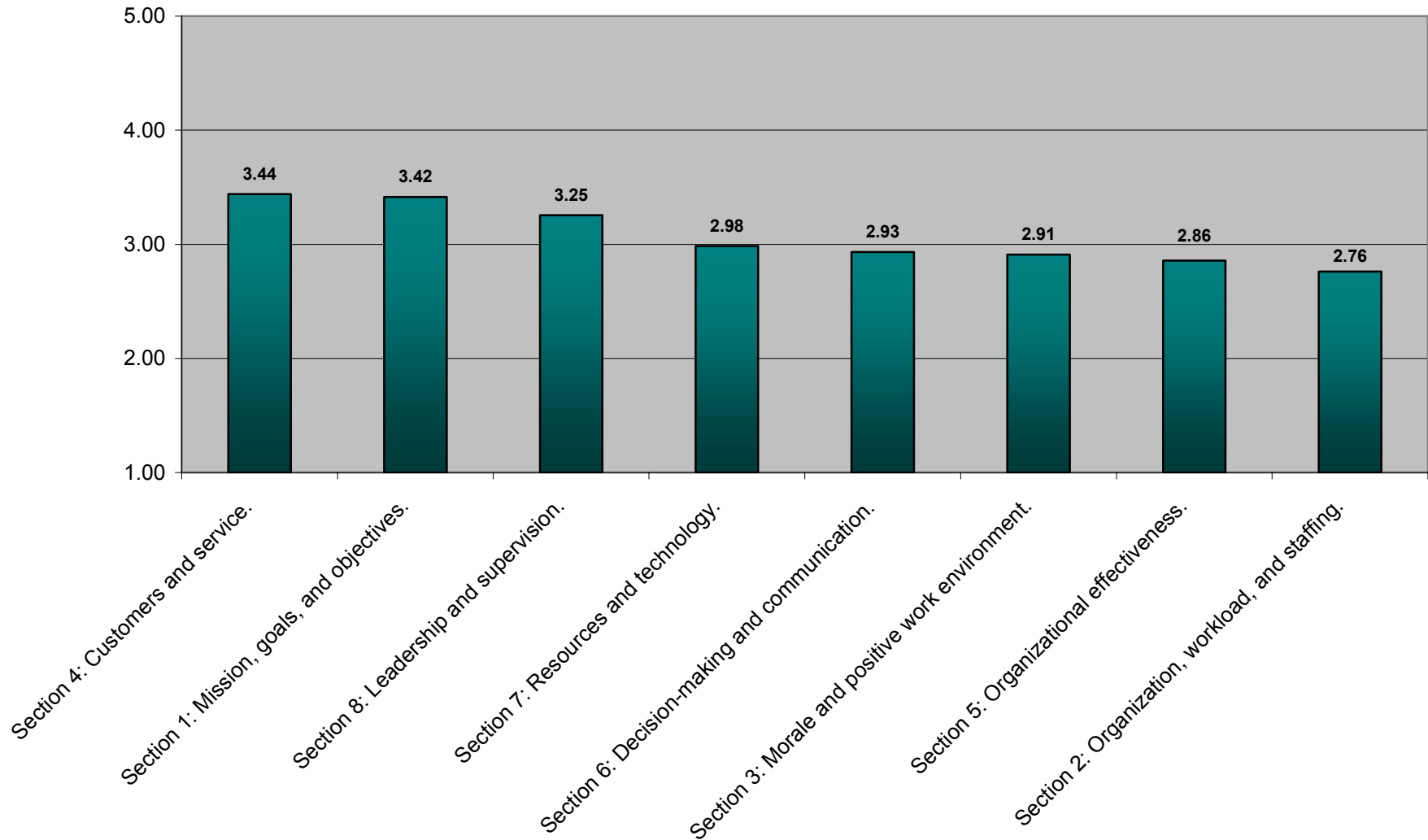
How long have you worked for San Diego County?

	# of Responses	Response Ratio
Less than 1 year	13	11%
1 to 4 years	31	27%
5 to 9 years	36	31%
10 or more years	36	31%
TOTAL	116	100%

This information is represented graphically below:
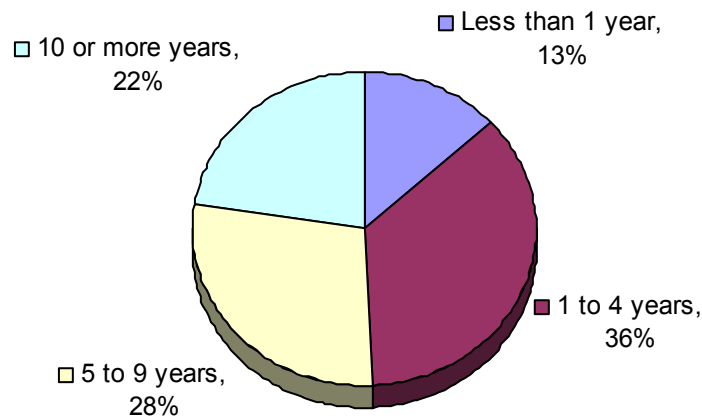
How long have you worked for San Diego County?
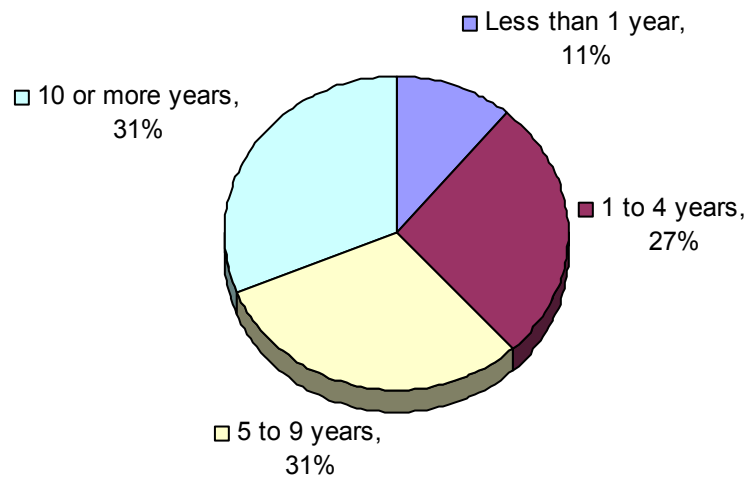
How long have you worked for the DPLU?

	# of Responses	Response Ratio
Less than 1 year	15	14%
1 to 4 years	42	36%
5 to 9 years	33	28%
10 or more years	26	22%
TOTAL	116	100%

This information is represented graphically below:

How long have you worked for the DPLU?

What is your job function?

	# of Responses	Response Ratio
Non-Supervisory Staff	75	65%
Supervisor (including Program Managers and Planning Managers)	23	20%
Manager (including, Chief, Deputy Director, Assistant Director, Director)	7	6%
Other, please specify*	11	9%
TOTAL	116	100%

*(1) Cashier; (2) Land Use Technician; (3) Environmental Planner III; (4) Code Enforcement Officer; (5) Departmental Payroll Specialist; (6) Technical; (7) Technician; (8) Inspector; (9) Student Intern; (10) Code Enforcement; (11) Building Inspector.

This information is represented graphically below:

What is your job function?

Supervisor , 20%   Manager , 6%   Other , 9%   Non-Supervisory Staff, 65%
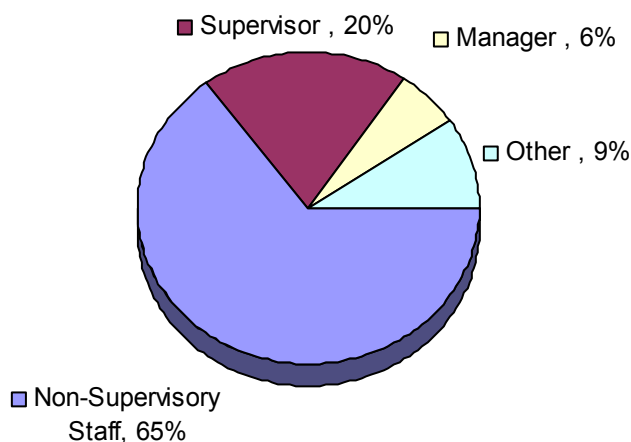
Below, a summary of the responses to the 9 open-ended DPLU Employee Survey questions is presented. The results are summarized by common themes identified in each response and are organized by count (frequency) of each response.

1.   What do you believe are the DPLU's best accomplishments?

Count	#1 — DPLU Employee Survey Responses (Summarized)
12	Talented staff and their commitment to serving public; High standards/quality of work/customer service
10	Fire/crisis response efforts; Special care for fire victims (fee waivers, etc.)
5	MSCP program
5	Teamwork
4	Usable computer programs; GIS; Making information available to public electronically
4	Detailed and efficient completion of huge number of regulatory and other projects
3	Developing good written policies/guidelines to address CEQA and other requirements
2	Long-range planning/BPR
2	Flexibility in modifying the processing of large, controversial projects as issues arise; Front-end loading with early denial, if necessary
2	Building a new office
1	Informed decision making with input from both internal and external sources
1	Recognizing staff
1	General Plan update
1	Concentration in one building to serve the public
1	The variety of subject matters project managers are required to know
1	Public participation; Community outreach
1	Protection of the environment

2. *What do you believe are the primary reasons for complaints about the DPLU?*

Count	#2 — DPLU Employee Survey Responses (Summarized)
External Reasons for Complaints	
23	External: Long processing times for customers
13	External: Customer service issues (includes excessive wait time)
7	External: Misperception of review/compliance under complex laws, regulations, ordinances; Unwillingness to accept NO
6	External: Inconsistency in application of procedures, regulations, compliance, etc.
3	External: Placating/misleading customers without involving them in decisions
2	External: Closing San Marcos
1	External: Miscommunication between departments/customers
1	External: Too conservative an interpretation of laws, restricting development
Internal Reasons for Complaints	
21	Internal: Too few staff; Too heavy workloads.
12	Internal: Continual staff turnover; Resultant lack of experience/history; Insufficient training and knowledge
8	Internal: Poor morale; Production over people; Favoritism
7	Internal: Management philosophy, which has shifted away from the planning process to project processing; Lack of vision
7	Internal: Unprofessional/unfair treatment of staff by management
6	Internal: Unrealistic expectations (production) from management
4	Internal: Too much bureaucracy; Levels of management; Number of agencies
2	Internal: Inadequate pay in comparison to similar jurisdictions
2	Internal: Complexity and deficiencies of workload/productivity tracking system
1	Internal: Closed as opposed to open door policy for employees
1	Internal: Continual reorganization

3. *Are there bottlenecks in the Development Review Permitting Process? If yes, what are they?*

Count	#3 — DPLU Employee Survey Responses (Summarized)
9	Time consuming interdepartmental and interdisciplinary procedures that must be followed even if project is a GO; Project not complete until all reviews are in
5	Not enough staff
3	Frequent turnovers requires re-assignments, which take learning time and must be fit into already full schedules
3	Insufficient team attitude, particularly between departments
3	Lack of understanding all parts of the process; Insufficient training on entire process
3	Too high caseloads; Unrealistic due dates
2	Process involves too many separate departments with their own bottlenecks
2	Legal issues and review thereof lead to delays
2	Outdated software and computer network slowdowns lead to inability to crank out the work
2	Management that cannot provide support for staff decisions
2	Public Works
2	Too many project meetings (often excluding project manager) with no decisions
2	Old/bad projects live in system for years; Difficult and expensive to remove
1	Focus is on production as opposed to getting the project right
1	Attention-intensive applicants slow down responses for all applicants
1	New issues or regulations that are not yet understood
1	Process geared to large projects; Too rigid for simple permits
1	Environmental review
1	Lack of updated Zoning Ordinance and General Plan
1	Management problems; Lack of trust in staff; Disrespectful of staff
1	Project Manager system is too complicated (actually 3 functions)
1	Staff cuts
1	Intake project screening lacks experienced people to make application process consistent leading to problems later on

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4. *What resources (computer technology, staff, equipment, training, etc.) could improve process timeliness, effectiveness, efficiency, and customer services?*

Count	#4 — DPLU Employee Survey Responses (Summarized)
34	Computer software (KIVA, KRONOS, etc.) needs upgrading or replacing; Network performance/downtime is unacceptable
16	More staff at various levels (Code Enforcement, Planners, clerical, etc.)
14	More complete and better training/knowledge sharing/mentor system
5	Need more equipment (laptops/notebooks, paperless, Bluetooth or hands-free phone) in field, for staff to access information
2	Need more work space to accommodate computers for each employee, etc.
2	Need to attend off-site training, meetings and seminars of peers in other jurisdictions
2	Better printers, digital cameras and other office equipment
2	More/better management training; Improved technology awareness and appreciation by management
1	Faster computers
1	More GIS staff and GIS analysis tools needed
1	Consistency in pre-review
1	Effective, experienced, qualified leadership in management positions
1	More team building, higher morale, less separation between management and staff
1	More space for planners to conduct plan reviews
1	Centralized technical library
1	Implement a case management system
1	Consistency in way computer systems are used across all disciplines and depts.
1	Method to retain experienced personnel (planners); Prevent burnout

5. What, if any, re-organizational changes could improve process timeliness, effectiveness, efficiency, and customer service in the Development Review Permitting Process?

Count	#5 — DPLU Employee Survey Responses (Summarized)
5	More staff to improve timeliness, not more productivity per worker
4	Redistribution of tasks among staff so work is more aligned to job title
4	Investigate combining staff from DPLU, DPW & DEH into one department
4	Have management make timely decisions based on Regulations and Code rather than politics
3	Management should lead/offer guidance, not micromanage day-to-day activities
3	Provide more/better training to improve service; Mentor new people; Training feedback
3	Reorganize management; Less management; Better management
2	More reasonable expectations of staff; Understanding what they actually do
2	Teamwork; Clear and consistent goals
2	Less meetings; More time to manage projects and staff
2	Revamp/streamline all processes for more efficient operation
2	Work to retain staff; Reduce turnover; Build reserves into budget for slow times
1	Better communication between departments
1	Management should open up to new ideas
1	Simplify regulatory procedures to be less cumbersome (base with links to details)
1	One-stop shop with all departments working together
1	Put DPW, Parks and DEH under one manager
1	Provide central location for materials
1	Reorganize file room and provide file clerk
1	Large projects need one manager; Too many handoffs
1	More public education as to process involved and their responsibilities
1	Provide case management and reporting systems

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6.   If you were appointed DPLU Director tomorrow morning, what area(s) would you target to improve operations?

Count	#6 — DPLU Employee Survey Responses (Summarized)
13	Consider causes of high turnover/low morale and how to fix this
12	Evaluate the quality/outlook/ability/size of management team; Look at leadership potential; Investigate current poor relationship with staff
9	Revamp interaction in & between departments to improve customer service and reduce waiting; Improve teamwork
8	Value the staff; More employee recognition, promotion and tangible appreciation
7	Enhance training, including management training, seminar attendance
6	Increase budgets and staff while providing sufficient reserves for slow periods
5	Provide better time keeping and project management computer systems
5	Change focus from productivity/throughput to quality of work/customer service
4	Trust/use managers more; Create teambuilding among upper management
3	Approve flex hours and rotating work at home program to improve morale and increase productivity by reducing interruptions
3	Review and revise procedures to eliminate redundancies/inconsistencies/outdated aspects
3	Move to a proactive planning approach as opposed to crisis management
3	Reform regulatory; Implement more realistic productivity tracking for regulatory
3	Get rid of productivity charts/graphs
2	Change/simplify tracking/management of workload and staff productivity
2	Reevaluate how task time is estimated
2	Ensure tasks are handled by proper staff, not fill-ins due to workload needs
2	Seek advice/input from all levels of organization
2	Move to new building; Improve work conditions
2	Evaluate staff; Remove non-performers and those guilty of fraud
1	Look at how to provide mentored training to reduce errors and turnover
1	Address the permit process
1	Merge all land development into on department (Land Development Services)
1	More/better communication with public; Better instruction on how to submit

*7. **Do you believe that there are areas where the customer or "user" of the DPLU's services could assist with its effectiveness? If yes, list those areas.***

Count	#7 — DPLU Employee Survey Responses (Summarized)
5	Accept the requests from DPLU and provide the information required completely, correctly, uncomplainingly and in a timely fashion
1	Be knowledgeable about the project to expedite the process
1	Follow directions to next step rather than wasting time and effort attempting to get the answer they want
1	Submit all documents electronically (PDF or Word) from customer's office
1	Patience and awareness there are other customers to be served
1	Proper original submissions
1	Approach staff in non-adversarial, collaborative manner
1	Minimize calls for updates on project to avoid delays in all projects
1	Communicate with DPLU via email instead of telephone (creates record of contact)

Note: There were 39 responses to this question. Except for the ones above, the rest were not answers to the question asked. Instead, the employees responded as if the question was reversed to 'what can DPLU do to make the system more effective?' These responses were not included.

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8. *What are the DPLU's greatest challenges that prevent your operation from having the "most" effective and efficient programs and processes?*

Count	#8 — DPLU Employee Survey Responses (Summarized)
5	Insufficient staff
4	Inconsistent determination on projects due to political pressure
4	Authoritarian management prohibiting staff teamwork/communication
4	Low morale
4	Computer programs do not work well/freeze
3	Lack of communication as to management conceptual direction leads to slowdowns
3	Lack of management skill/experience
2	Perception that suggestions by staff will not get a hearing from management
2	Lack of an updated General Plan
2	Lack of timeliness in decision making
2	Lack of proper training
2	Outdated policies/procedures mixed with inconsistent directions from management on performing every day tasks
2	Lack of trusted, qualified, experienced leadership at top of department
2	Retaining qualified staff
2	Unmanageable workloads
1	Managers have no time to actually manage
1	Frustration from public over lack of satellite offices
1	Human Resources not properly utilized
1	Lack of ready access to legal counsel
1	Insufficient funds
1	Customers do not understand the process
1	Unwillingness of those who can effect change to do so
1	Lack of proper supervision; Non-performing staff create overload for others
1	Management that will not advocate for needed change (technology, serving the public, etc.)
1	Lack of interdepartmental coordination
1	Complicated process to issue a permit

9. *What other suggestions or recommendations do you have to improve efficiency, effectiveness, or the working environment?*

Count	#9 — DPLU Employee Survey Responses (Summarized)
4	Need qualified, visionary leadership at the top who can inspire staff
3	Need new management team
2	Staff numbers are inadequate
2	Need good training and mentoring
2	Need a new tracking system that is fair and recognizes good employees
1	True leaders are respectful to all
1	Management should know that staff feels nepotism is rampant leaving unconnected employees feeling unpromotable, resulting in low morale and high turnover
1	Top management is perceived as being unaware that staff is working beyond capacity
1	Emphasize and reward quality of work, not just quantity/speed
1	Decisions by management are irrational and spur of the moment
1	Work environment is not good
1	Change the telephone system
1	Need new configuration at public counter

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SECTION III—OTHER COUNTY DEPARTMENTS: DEPARTMENT OF PUBLIC WORKS, DEPARTMENT OF PARKS AND RECREATION, AND DEPARTMENT OF ENVIRONMENTAL HEALTH RESULTS

SUMMARY OF FINDINGS

The results for the DPW, DPR, and DEH Employee Survey are presented below. This summary includes the 10 highest ranking statements (presented below) and the 10 lowest ranking statements (presented on page 31). The **highest ranking** statements include: 'Service to the public is strongly emphasized in my Division' (4.17); 'My manager/supervisor encourages teamwork in my Division' (3.85); and 'It is clear to me what my role is in the process of the larger task that is to be performed with regard to the DRPP' (3.82). The **lowest ranking** statements include: 'Overall, the DRPP computer tracking systems address our application tracking needs' (2.71); 'I believe the DPLU coordinates the DRPP in an efficient and effective manner' (2.72); and 'There is good coordination of projects and functions between my Division and other Divisions involved in the DRPP' (2.72). Note: Development Review Permitting Process is abbreviated as DRRP throughout the survey.
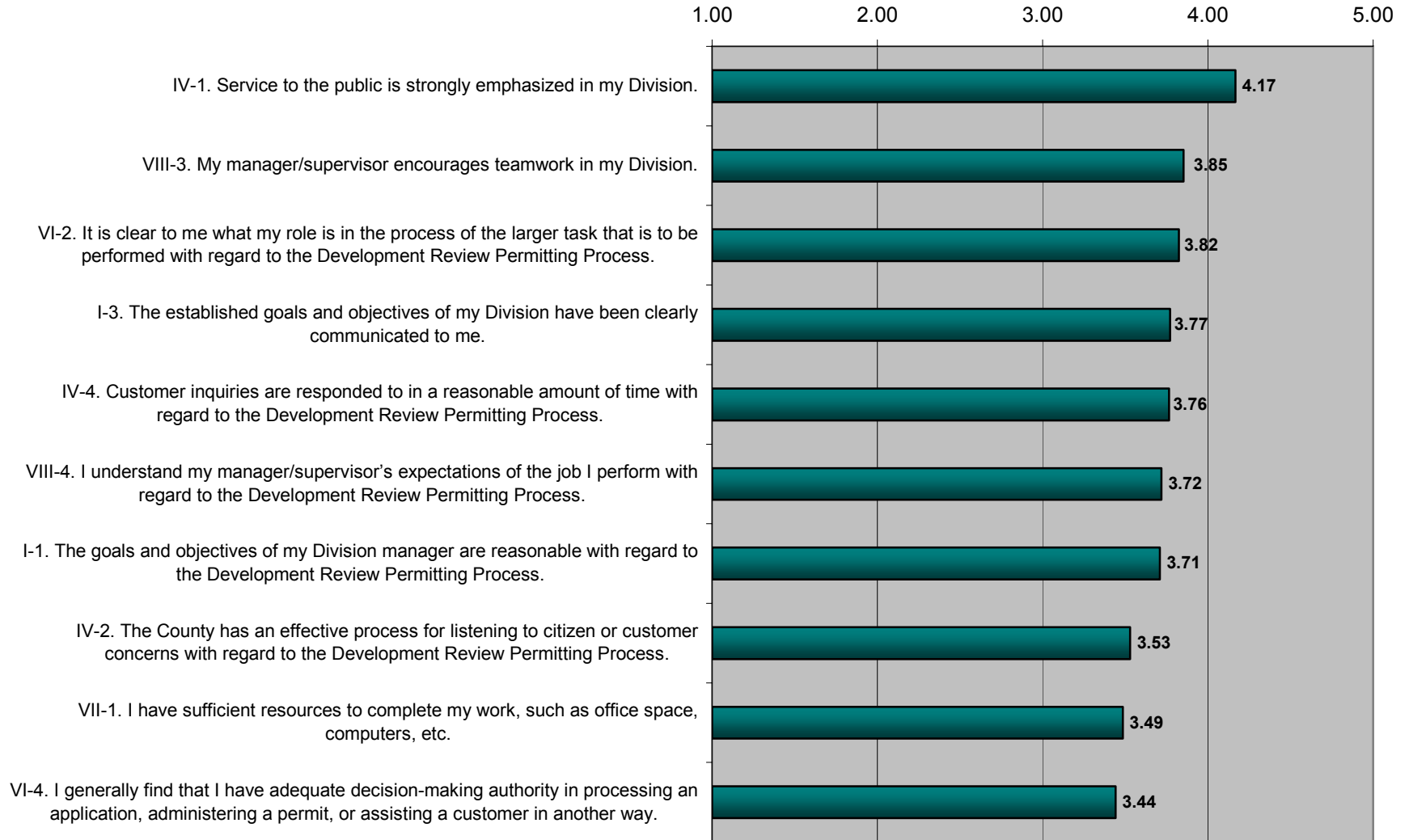
10 Highest Ranking Statements

(Presented in *descending* order. 5 is the highest score)

Statement	Mean	Median	Mode	Std Dev
IV-1. Service to the public is strongly emphasized in my Division.	**4.17**	4	4	0.85
VIII-3. My manager/supervisor encourages teamwork in my Division.	**3.85**	4	4	1.13
VI-2. It is clear to me what my role is in the process of the larger task that is to be performed with regard to the DRPP.	**3.82**	4	4	1.00
I-3. The established goals and objectives of my Division have been clearly communicated to me.	**3.77**	4	4	1.00
IV-4. Customer inquiries are responded to in a reasonable amount of time with regard to the DRPP.	**3.76**	4	4	0.96
VIII-4. I understand my manager/supervisor's expectations of the job I perform with regard to the DRPP.	**3.72**	4	4	1.14
I-1. The goals and objectives of my Division manager are reasonable with regard to the DRPP.	**3.71**	4	4	1.04
IV-2. The County has an effective process for listening to citizen or customer concerns with regard to the DRPP.	**3.53**	4	3	0.96
VII-1. I have sufficient resources to complete my work, such as office space, computers, etc.	**3.49**	4	4	1.12
VI-4. I generally find that I have adequate decision-making authority in processing an application, administering a permit, or assisting a customer in another way.	**3.44**	4	4	1.08

The mean of each statement is presented graphically on the next page.

10 Highest Ranking Statements
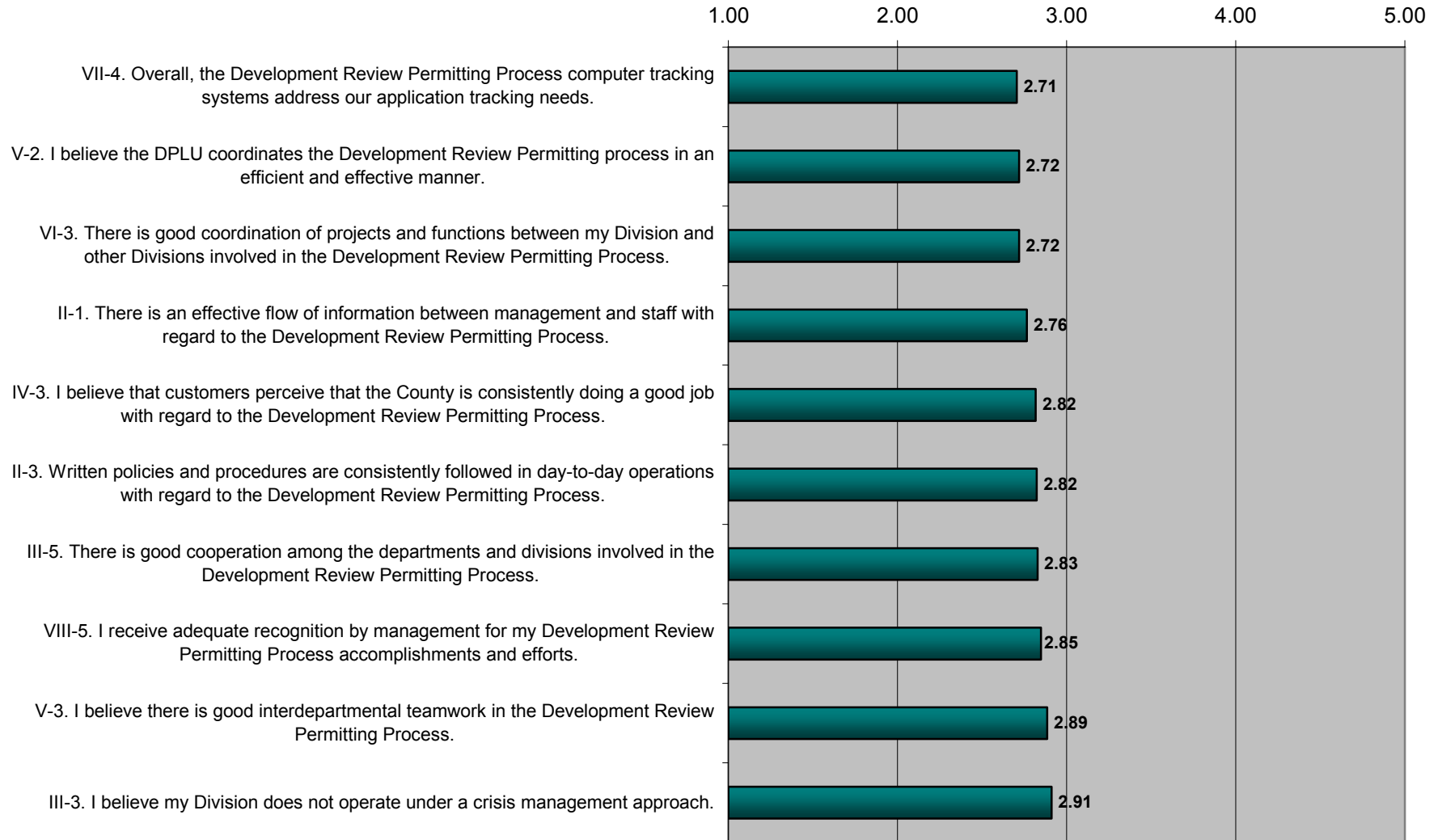### (presented in descending order)

Statement	Score
IV-1. Service to the public is strongly emphasized in my Division.	4.17
VIII-3. My manager/supervisor encourages teamwork in my Division.	3.85
VI-2. It is clear to me what my role is in the process of the larger task that is to be performed with regard to the Development Review Permitting Process.	3.82
I-3. The established goals and objectives of my Division have been clearly communicated to me.	3.77
IV-4. Customer inquiries are responded to in a reasonable amount of time with regard to the Development Review Permitting Process.	3.76
VIII-4. I understand my manager/supervisor's expectations of the job I perform with regard to the Development Review Permitting Process.	3.72
I-1. The goals and objectives of my Division manager are reasonable with regard to the Development Review Permitting Process.	3.71
IV-2. The County has an effective process for listening to citizen or customer concerns with regard to the Development Review Permitting Process.	3.53
VII-1. I have sufficient resources to complete my work, such as office space, computers, etc.	3.49
VI-4. I generally find that I have adequate decision-making authority in processing an application, administering a permit, or assisting a customer in another way.	3.44

10 Lowest Ranking Statements

(Presented in *ascending* order. 1 is the lowest score)

Statement	Mean	Median	Mode	Std Dev
VII-4. Overall, the DRPP computer tracking systems address our application tracking needs.	2.71	3	2	1.00
V-2. I believe the DPLU coordinates the DRPP in an efficient and effective manner.	2.72	3	3	0.96
VI-3. There is good coordination of projects and functions between my Division and other Divisions involved in the DRPP.	2.72	3	2	1.02
II-1. There is an effective flow of information between management and staff with regard to the DRPP.	2.76	3	3	1.16
IV-3. I believe that customers perceive that the County is consistently doing a good job with regard to the DRPP.	2.82	3	3	0.98
II-3. Written policies and procedures are consistently followed in day-to-day operations with regard to the DRPP.	2.82	3	3	1.00
III-5. There is good cooperation among the departments and divisions involved in the DRPP.	2.83	3	4	1.12
VIII-5. I receive adequate recognition by management for my DRPP accomplishments and efforts.	2.85	3	3	1.33
V-3. I believe there is good interdepartmental teamwork in the DRPP.	2.89	3	3	1.28
III-3. I believe my Division does not operate under a crisis management approach.	2.91	3	3	1.19

The mean of each statement is presented graphically on the next page.

10 Lowest Ranking Statements
(presented in ascending order)

Statement	Score
VII-4. Overall, the Development Review Permitting Process computer tracking systems address our application tracking needs.	2.71
V-2. I believe the DPLU coordinates the Development Review Permitting process in an efficient and effective manner.	2.72
VI-3. There is good coordination of projects and functions between my Division and other Divisions involved in the Development Review Permitting Process.	2.72
II-1. There is an effective flow of information between management and staff with regard to the Development Review Permitting Process.	2.76
IV-3. I believe that customers perceive that the County is consistently doing a good job with regard to the Development Review Permitting Process.	2.82
II-3. Written policies and procedures are consistently followed in day-to-day operations with regard to the Development Review Permitting Process.	2.82
III-5. There is good cooperation among the departments and divisions involved in the Development Review Permitting Process.	2.83
VIII-5. I receive adequate recognition by management for my Development Review Permitting Process accomplishments and efforts.	2.85
V-3. I believe there is good interdepartmental teamwork in the Development Review Permitting Process.	2.89
III-3. I believe my Division does not operate under a crisis management approach.	2.91

Below, all the DPW, DPR, and DEH Employee Survey statements are presented with the calculation of the Mean, Median, Mode and Standard Deviation along with the percentage of each type of response, including "Don't Know/Not Applicable" and those left blank. Note: Development Review Permitting Process is abbreviated as DRRP throughout the survey.

Statistical Analysis for Each Statement – DPW, DPR, and DEH

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
1. Mission, Goals and Objectives												
I-1. The goals and objectives of my Division manager are reasonable with regard to the DRPP.	**3.71**	4	4	1.04	14%	50%	11%	6%	6%	14%	0%	100%
I-2. The goals and objectives for the DPLU are reasonable with regard to the DRPP.	**3.14**	3	4	1.01	3%	31%	25%	14%	6%	22%	0%	100%
I-3. The established goals and objectives of my Division have been clearly communicated to me.	**3.77**	4	4	1.00	19%	50%	19%	3%	6%	3%	0%	100%
I-4. The established goals and objectives of the DRPP have been clearly communicated to me.	**3.33**	4	4	0.99	6%	42%	28%	11%	6%	8%	0%	100%
2. Organization, Workload and Staffing												
II-1. There is an effective flow of information between management and staff with regard to the DRPP.	**2.76**	3	3	1.16	6%	19%	33%	19%	17%	6%	0%	100%
II-2. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities with regard to the DRPP.	**3.00**	3	3	1.10	8%	22%	33%	22%	8%	6%	0%	100%
II-3. Written policies and procedures are consistently followed in day-to-day operations with regard to the DRPP.	**2.82**	3	3	1.00	6%	14%	42%	25%	8%	6%	0%	100%

Statistical Analysis for Each Statement – DPW, DPR, and DEH

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
II-4. Given the level of staffing within my Division, the goals and objectives of the Division are achievable with regard to the DRPP.	3.03	3	3	1.11	6%	31%	31%	17%	11%	6%	0%	100%
II-5. Significant conflicts do not exist between my DRPP duties and my other duties.	3.19	4	4	1.06	3%	42%	22%	14%	8%	11%	0%	100%
3. Morale and Positive Work Environment												
III-1. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	3.22	4	4	1.31	17%	33%	19%	17%	14%	0%	0%	100%
III-2. I feel that I have sufficient authority to uphold recommendations and policies when challenged.	3.38	4	4	1.18	11%	47%	11%	17%	8%	6%	0%	100%
III-3. I believe my Division does not operate under a crisis management approach.	2.91	3	3	1.19	8%	22%	31%	19%	14%	6%	0%	100%
III-4. I believe opportunities for employee involvement in the DRPP are adequate.	3.00	3	4	1.07	3%	33%	31%	17%	11%	6%	0%	100%
III-5. There is good cooperation among the departments and divisions involved in the DRPP.	2.83	3	4	1.12	3%	31%	25%	25%	14%	3%	0%	100%
4. Customers and Service												
IV-1. Service to the public is strongly emphasized in my Division.	4.17	4	4	0.85	39%	44%	11%	6%	0%	0%	0%	100%
IV-2. The County has an effective process for listening to citizen or customer concerns with regard to the DRPP.	3.53	4	3	0.96	17%	31%	33%	14%	0%	6%	0%	100%
IV-3. I believe that customers perceive that the County is consistently doing a good job with regard to the DRPP.	2.82	3	3	0.98	0%	25%	36%	19%	11%	8%	0%	100%

Statistical Analysis for Each Statement – DPW, DPR, and DEH

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
IV-4. Customer inquiries are responded to in a reasonable amount of time with regard to the DRPP.	**3.76**	4	4	0.96	17%	53%	14%	8%	3%	6%	0%	100%

5. Organizational Effectiveness

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
V-1. I believe my Division is an efficient, well-run organization.	**3.19**	3	4	1.31	17%	31%	22%	17%	14%	0%	0%	100%
V-2. I believe the DPLU coordinates the DRPP in an efficient and effective manner.	**2.72**	3	3	0.96	3%	14%	36%	28%	8%	11%	0%	100%
V-3. I believe there is good interdepartmental teamwork in the DRPP.	**2.89**	3	3	1.28	11%	22%	25%	22%	17%	3%	0%	100%
V-4. I receive sufficient training for the effective completion of my job responsibilities with regard to the DRPP.	**3.06**	3	4	1.10	3%	39%	25%	17%	11%	6%	0%	100%
V-5. I believe my Department has a solution-oriented philosophy when it participates in the DRPP.	**3.39**	4	4	1.03	6%	50%	17%	14%	6%	8%	0%	100%

6. Decision-making and Communication

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
VI-1. Overall, I believe the decision-making in the DRPP is consistent.	**2.91**	3	2	1.07	6%	28%	22%	36%	6%	3%	0%	100%
VI-2. It is clear to me what my role is in the process of the larger task that is to be performed with regard to the DRPP.	**3.82**	4	4	1.00	22%	47%	14%	8%	3%	6%	0%	100%
VI-3. There is good coordination of projects and functions between my Division and other Divisions involved in the DRPP.	**2.72**	3	2	1.02	3%	19%	25%	33%	8%	11%	0%	100%
VI-4. I generally find that I have adequate decision-making authority in processing an application, administering a permit, or assisting a customer in another way.	**3.44**	4	4	1.08	11%	44%	19%	14%	6%	6%	0%	100%

Statistical Analysis for Each Statement – DPW, DPR, and DEH

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
VI-5. DRPP regulations and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	**3.38**	4	4	0.95	8%	39%	31%	14%	3%	6%	0%	100%
7. Resources and Technology												
VII-1. I have sufficient resources to complete my work, such as office space, computers, etc.	**3.49**	4	4	1.12	17%	39%	22%	14%	6%	0%	3%	100%
VII-2. The equipment and technology I use for DRPP job tasks are up-to-date.	**3.24**	3	3	1.15	14%	25%	28%	19%	6%	6%	3%	100%
VII-3. Resources and equipment needed for the performance of my DRPP job tasks are properly maintained.	**3.18**	3	4	1.18	8%	36%	22%	14%	11%	6%	3%	100%
VII-4. Overall, the DRPP computer tracking systems address our application tracking needs.	**2.71**	3	2	1.00	0%	25%	28%	31%	11%	3%	3%	100%
8. Leadership and Supervision												
VIII-1. The management of my Division contributes to the productivity of the DRPP.	**3.34**	3	3	0.97	11%	25%	39%	11%	3%	8%	3%	100%
VIII-2. I receive clear and specific direction from my manager/supervisor(s) regarding my DRPP work assignments.	**3.41**	4	4	1.04	11%	33%	31%	8%	6%	8%	3%	100%
VIII-3. My manager/supervisor encourages teamwork in my Division.	**3.85**	4	4	1.13	28%	44%	8%	8%	6%	3%	3%	100%
VIII-4. I understand my manager/supervisor's expectations of the job I perform with regard to the DRPP.	**3.72**	4	4	1.14	19%	44%	14%	3%	8%	8%	3%	100%
VIII-5. I receive adequate recognition by management for my DRPP accomplishments and efforts.	**2.85**	3	3	1.33	14%	11%	33%	14%	19%	6%	3%	100%

The following table shows the mean score for all of the statements in each section of the DPW, DPR, and DEH Employee Survey. This allows for a comparison to be made between the various topics addressed in the survey.

Presented in Order According to the Survey

Section	Mean	Median	Mode	Std Dev
Section 1: Mission, goals, and objectives.	**3.50**	4	4	1.03
Section 2: Organization, workload, and staffing.	**2.96**	3	3	1.09
Section 3: Morale and positive work environment.	**3.07**	3	4	1.18
Section 4: Customers and service.	**3.58**	4	4	1.05
Section 5: Organizational effectiveness.	**3.05**	3	4	1.16
Section 6: Decision-making and communication.	**3.26**	3	4	1.09
Section 7: Resources and technology.	**3.16**	3	4	1.14
Section 8: Leadership and supervision.	**3.44**	4	4	1.17

This information is presented graphically on the next page.

Mean Survey Score by Section
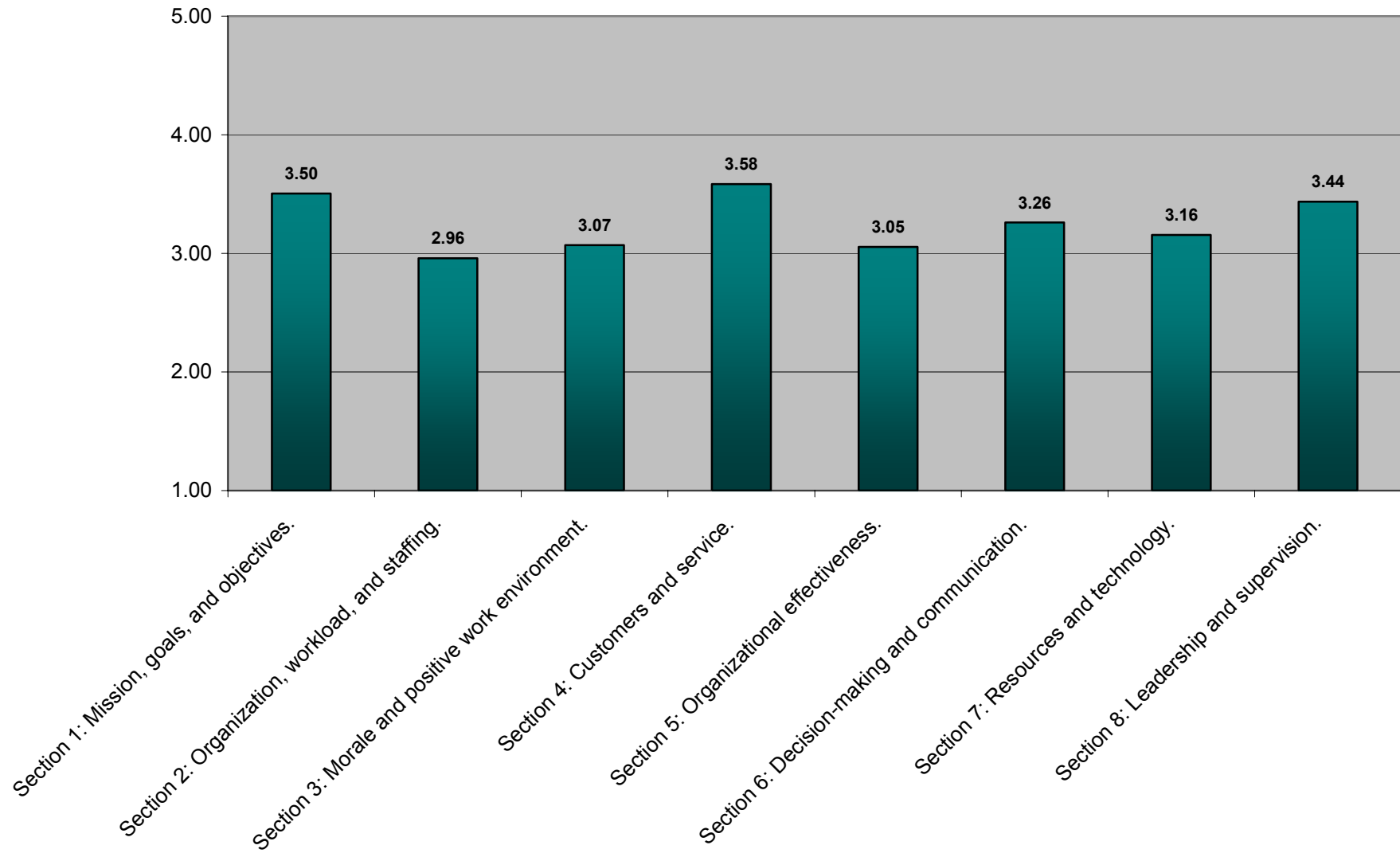
Section	Score
Section 1: Mission, goals, and objectives.	3.50
Section 2: Organization, workload, and staffing.	2.96
Section 3: Morale and positive work environment.	3.07
Section 4: Customers and service.	3.58
Section 5: Organizational effectiveness.	3.05
Section 6: Decision-making and communication.	3.26
Section 7: Resources and technology.	3.16
Section 8: Leadership and supervision.	3.44

The same information is now presented sorted from highest mean score (per section) to lowest mean score. The highest scores were received by 'customers and service' (3.58) and 'mission, goals, and objectives' (3.50). Conversely, the lowest mean scores were received by 'organization, workload, and staffing' (2.96) and 'organizational effectiveness' (3.05).

Presented from Highest to Lowest

Section	Mean	Median	Mode	Std Dev
Section 4: Customers and service.	**3.58**	4	4	1.05
Section 1: Mission, goals, and objectives.	**3.50**	4	4	1.03
Section 8: Leadership and supervision.	**3.44**	4	4	1.17
Section 6: Decision-making and communication.	**3.26**	3	4	1.09
Section 7: Resources and technology.	**3.16**	3	4	1.14
Section 3: Morale and positive work environment.	**3.07**	3	4	1.18
Section 5: Organizational effectiveness.	**3.05**	3	4	1.16
Section 2: Organization, workload, and staffing.	**2.96**	3	3	1.09

This information is presented graphically on the next page.

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Mean Score by Survey Section
(presented in descending order)

Section	Score
Section 4: Customers and service.	3.58
Section 1: Mission, goals, and objectives.	3.50
Section 8: Leadership and supervision.	3.44
Section 6: Decision-making and communication.	3.26
Section 7: Resources and technology.	3.16
Section 3: Morale and positive work environment.	3.07
Section 5: Organizational effectiveness.	3.05
Section 2: Organization, workload, and staffing.	2.96

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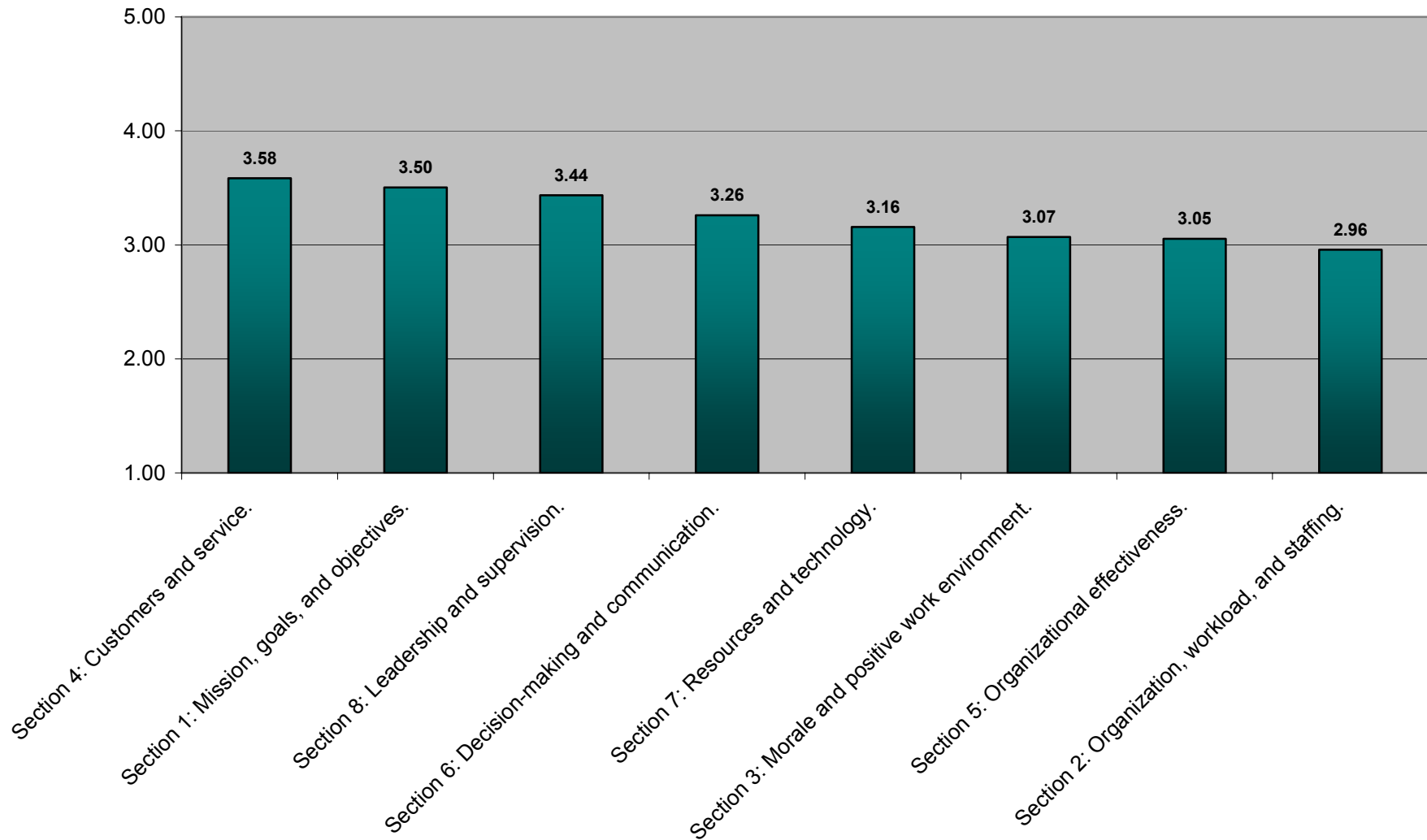
Which department do you work for?

	# of Responses	Response Ratio
DPW	17	47%
DPR	4	11%
DEH	15	42%
Other, please specify	0	0%
TOTAL	36	100%

This information is represented graphically below:

Which department do you work for?
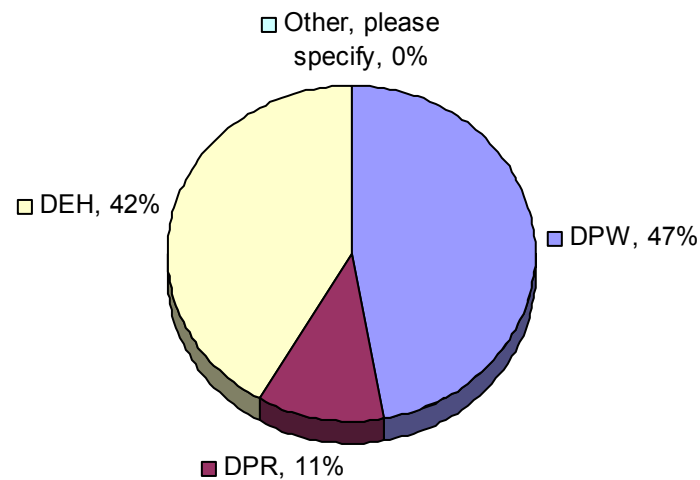
How long have you worked for San Diego County?

	# of Responses	Response Ratio
Less than 1 year	1	3%
1 to 4 years	10	28%
5 to 9 years	13	36%
10 or more years	12	33%
TOTAL	36	100%

This information is represented graphically below:

How long have you worked for San Diego Couty?
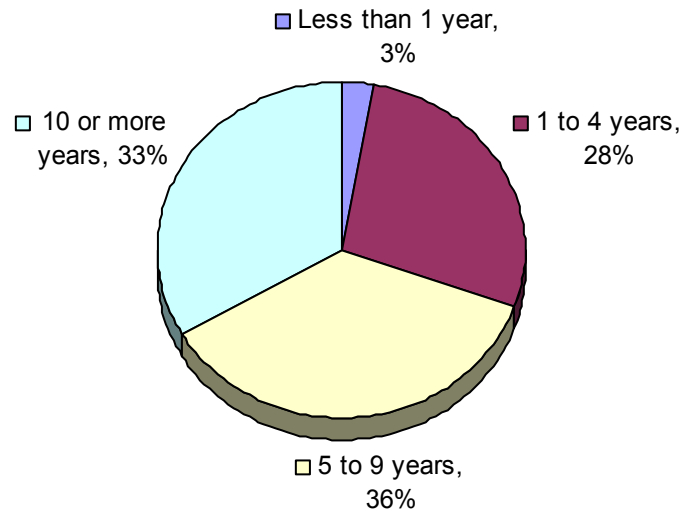
How long have you worked with the Development Review Permitting Process?

	# of Responses	Response Ratio
Less than 1 year	4	12%
1 to 4 years	12	34%
5 to 9 years	12	34%
10 or more years	7	20%
TOTAL	35	100%

This information is represented graphically below:

How long have you worked with the Development Review Permitting Process?
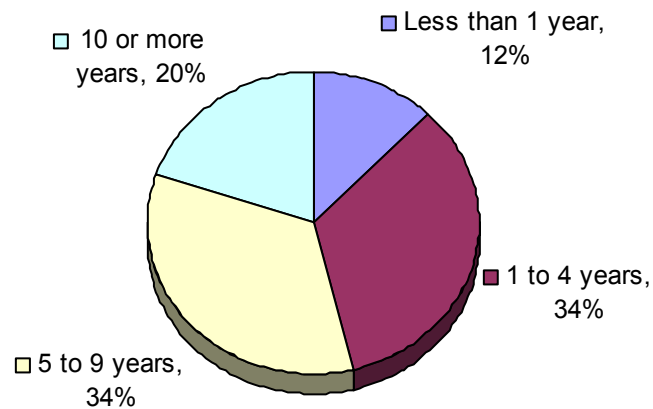
What is your job function?

	# of Responses	Response Ratio
Non-Supervisory Staff	20	56%
Supervisor	8	22%
Manager (Division or Department)	4	11%
Other, please specify*	4	11%
TOTAL	36	100%

*(1) discretionary review; (2) Manager (Section); (3) civil engineer; (4) Civil Engineer/project conditioner for L-D teams.

This information is represented graphically below:

What is your job function?
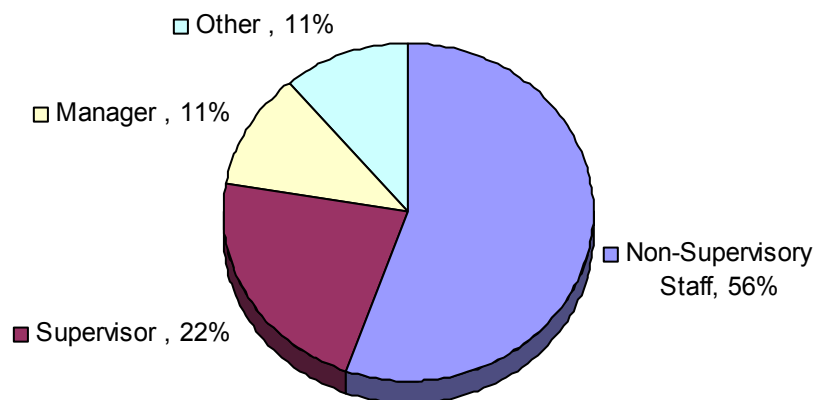
Below, a summary of the responses to the 9 open-ended DPW, DPR, and DEH Employee Survey questions is presented. The results are summarized by common themes identified in each response and are organized by count (frequency) of each response.

1. *What do you believe is working well in the Development Review Permitting Process?*

Count	#1 — DPW, DPR, and DEH Employee Survey Responses (Summarized)
6	Interaction between different departments; Coordination between DEH and DPLU staff; Teamwork
3	Nothing is working well; Process takes too long/costs applicants too much
2	The process itself
1	The goal to limit the number of iterations required
1	Rapport with contractors
1	Immediate response on inspections
1	Customer service
1	Plans are reviewed fairly quickly
1	Projects are being properly evaluated and mitigation requirements being adequately specified and effected.

2. *What do you believe are the primary reasons for complaints about the Development Review Permitting Process?*

Count	#2 — DPW, DPR, and DEH Employee Survey Responses (Summarized)
10	Long wait times; Takes too long
6	Excessive costs
5	Too many rules and policy changes, not clearly expressed to customer; Changing requirements over life of a project
3	Staff turnover, causing lack of knowledge and relearning of projects
2	No clear outline of entire process, including requirements of other departments
2	Similar applicants feel they are treated differently due to political agenda
2	Plans checked by different people on each submission resulting in new comments so plans are never complete; Lack of consistency
1	No outlying office services
1	Zoning ordinance cannot be understood by average customer
1	Some process steps are outdated by computerization; updated procedures are lacking
1	Customers are bounced from department to department; Staff lacks knowledge of other department responsibilities.
1	Lack of DPLU Building staff to answer public's questions
1	Lack of customer service mentality; Everyone out for himself

3.   Are there bottlenecks in the Development Review Permitting Process? If yes, what are they?

Count	#3 — DPW, DPR, and DEH Employee Survey Responses (Summarized)
2	Lack of working out solutions for immitigable circumstances (traffic, septic)
2	Lack of coordination between departments
2	Top heavy management; Micromanagement
2	Databases/Computer programs
1	Specialist reviewers
1	Customers not being warned of possible snags in the process (causing extra delay and expense)
1	Sewer Availability letters from sewer districts do not necessarily mean the project has sewer access requiring further investigation.
1	Stated requirements ignored by customers causing repeated plan rejection
1	Receive no fee or fee incorrectly assessed by other departments
1	Upper management
1	Difficulty in getting input from Field Ops and Traffic Divisions
1	Lack of staff in DPW

4. What resources (computer technology, staff, equipment, training, etc.) could improve process timeliness, effectiveness, efficiency, and customer service in the Development Review Permitting Process?

Count	#4 — DPW, DPR, and DEH Employee Survey Responses (Summarized)
8	Make computer systems work better/redesign/less cumbersome; More integration
5	Provide relevant technical training for staff
2	Hire more staff
1	Allow reasonable hours per assignment
1	Flexibility to work from home or remote locations
1	Ability to attend professional conferences
1	Better interaction between divisions
1	Establishing a team system for group review for better handling of interrelated issues
1	Faster implementation of work requests
1	Simplify accounting system
1	Improve computer system performance to eliminate waits for needed data
1	Provide personal computers to all staff
1	Perform a BPR on building plan submittal and reviews
1	Provide working copiers that are not just taking up space and awaiting repair
1	Provide field experience to plan checkers to better understand what is being proposed and whether it is feasible
1	Use technology to accurately track permit applications and improve customer service

5. *What, if any, re-organizational changes could improve process timeliness, effectiveness, efficiency, and customer service in the Development Review Permitting Process?*

Count	#5 — DPW, DPR, and DEH Employee Survey Responses (Summarized)
4	Improved inter-departmental coordination; Create teams from DEH, DPLU, DPW
3	Management should do less micro-managing and self-aggrandizing and more morale building of staff
1	Consistent use of KIVA across all departments; Smoother interface; Log on only once for menu-driven front end.
1	Location of staff
1	Eliminate duplicative driving, allowing more work time
1	Review of revised plans to ensure that before accepting them customer has addressed issues raised by all departments
1	Consistency of processes and decision making; Decisions not subject to external pressures
1	Plans should be processed to various departments without customer having to wait.
1	Improved financial system to enable customers to know account balances for developer deposits.
1	DPW should have function-specific teams (map checkers, plan checkers, etc.)
1	Have one supervisor assigning tasks (not several)

6. *If you were appointed Director of your Department tomorrow morning, what area(s) would you target to improve operations of the Development Review Permitting Process?*

Count	#6 — DPW, DPR, and DEH Employee Survey Responses (Summarized)
5	Improve inter-department communication
4	Team building to ensure consistency
2	Improve morale; Stand up for staff with others
2	Eliminate duplication of work/redundancies/overlap
2	Determine/track actual costs and tie to adequate revenue
2	Map all processes, determining what needs to be changed/what staff needs to be added
1	Move to a new/better facility
1	Revise unrealistic turn times for project reviews
1	Encourage peer-to-peer communications to promote creativity
1	Find/install a computer system that is actually designed for what we do
1	Determine why there is such a high turnover rate for DPLU planners
1	Develop electronic ability to show each dept./div. when all conditions for approval have been satisfied.
1	Review and implement fair compensation for staff
1	Reduce/eliminate negative reinforcement/disciplinary actions
1	Institute training to clearly communicate expectations
1	Ensure adequate staff to meet desired project review times

7. *Do you believe that there are areas where the customer or "user" could assist with timelines and effectiveness in the Development Review Permitting Process? If yes, list those areas.*

Count	#7 — DPW, DPR, and DEH Employee Survey Responses (Summarized)
6	Submit accurately, completely and on time
3	Follow directions; Know rules
3	Respond promptly to requests from County staff
2	Don't complain to Board; Use correct chain-of-command
2	Assign only professionals familiar with County requirements
1	Trust that staff is enforcing regulations and not on a personal vendetta
1	Assist staff by giving all details needed (accurate vicinity maps, gate codes, etc.)
1	Have one customer contact to determine status from planners
1	Do sufficient work to know project is ultimately feasible before submitting
1	Customers can notify where they see bottlenecks and/or would like improvement in processes and procedures

8. *What are the greatest challenges that prevent your operation from having the "most" effective and efficient participation in the Development Review Permitting Process?*

Count	#8 — DPW, DPR, and DEH Employee Survey Responses (Summarized)
3	Lack of appreciation for employees
3	Lack of communication/common procedures between departments
2	Inefficiency of existing computer systems; Lack of needed systems
2	Lack of accurate, complete and up-to-date procedures
2	Executives/upper management kowtowing to customer complaints; Politics
2	Management does not listen; Cuts off discussion after encouragement to offer ideas
1	DPR is treated with less respect than other areas; not considered as important
1	Micro-management
1	Opposition to change from "that's the way things are done"
1	Lack of consistency
1	Lack of adequate training
1	Lack of sufficient revenue to fund necessary/required staffing
1	Getting no fees or incorrect fees
1	Lack of communication between management, project teams and counter staff

9. *What other suggestions or recommendations do you have?*

Count	#9 — DPW, DPR, and DEH Employee Survey Responses (Summarized)
1	Treat staff with dignity and respect
1	Be open to new ideas
1	Involve staff in bigger picture
1	Promote for leadership skills, ability to inspire/lead, not just time on the job
1	Base bonuses on performance, not fictitious goals
1	Provide training relevant to job
1	Department consolidation not a good idea; teams consisting of key staff are preferable
1	Determine if the goal is to find ways to approve all projects or sometimes say "no" and mean it
1	Support staff by emphasizing what they do right, not what is wrong
1	Adhere to County policies, standards and/or regulations
1	Evaluate all staff positions as to title, job responsibilities and pay scale
1	Management lowers morale and undermines staff by empathizing with appeals made by customers after a staff decision that displeases them.

APPENDIX B

CUSTOMER SURVEY ANALYSIS

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SECTION I—CUSTOMER SURVEY ANALYSIS: OVERVIEW AND METHODOLOGY

Citygate conducted an Internet-based Customer Survey for customers of San Diego County's DPLU and other land development services in the County. The survey was "open" to accept input between March 6 and March 28, 2008. The availability of the survey was advertised via hard copy invitation letters and email invitations to applicants who have had business with DPLU and other land development services within the past two years. Approximately 3,802 hard copy invitation letters and 162 email invitations were sent. In total, there were 234 completed surveys.

Details of the deployment are shown below.

Customer Survey	
Launch Date	03/06/2008 – 1:00 PM
Close Date	03/28/2008 – 5:00 PM
Visits[1]	410
Partials[2]	0
Completes[3]	**234**

The survey consisted of a number of closed-ended, open-ended, and yes/no questions. Customers were asked to rate the divisions of Regulatory Planning, DPW Land Development Division, and Building Services, and were only asked to rate the divisions(s) they had business with. Of the 234 total completed surveys, 177 customers responded to questions about Regulatory Planning; 140 responded to questions about DPW Land Development Division; and 118 responded to questions about Building Services. For each of the three divisions addressed in the survey, respondents were asked to rate their satisfaction with specific aspects of each division. In the Regulatory Planning section of the survey, there were 22 of these aspects; in the DPW Land Development Division section, there were 19; and in the Building Services section, there were 16. Respondents were also asked to rate 5 staff characteristics of each division. The rating scale for each aspect/characteristic was "Far Exceeds Expectations" (5) to "Unacceptable" (1). Respondents were also asked several open-ended questions about each division.

It should be noted in reviewing the results that customers were not required to answer any question. Additionally, they were permitted to respond "Don't Know/Not Applicable" or "No Opinion" to the rating statements, and these responses were excluded from the mean response calculations. Therefore, the response totals do not always add to the totals of 177, 140, or 118 completed surveys for Regulatory Planning, DPW Land Development Division, and Building Services, respectively.

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[1]   "Visits" – the total number of times the survey site was visited during the open period.
[2]   "Partial" – the number of surveys that were begun but not completed. These surveys *cannot* be added to the database.
[3]   "Completes" – the number of surveys that were *completed* and *successfully* added to the database.

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ORGANIZATION OF ANALYSIS

This survey appendix is organized in the following order:

Section 2 – Classification Statements

◆ The types of customers who responded to the survey are presented.

Section 3 – Regulatory Planning Results

◆ **Summary of Findings** – The 5 statements receiving the *overall* highest and lowest mean score.

◆ **Statistical Analysis for Each Statement** – All the survey statements are presented with the calculation of the Mean, Median, Mode and Standard Deviation along with the percentage of each type of response.

◆ **Division Staff Ratings** – The staff rating on five characteristics: courtesy; timeliness; positive attitude; knowledge; and fulfilling commitments.

◆ **Open-ended Responses** – Summary of all open-ended responses by division.

Note: the presentation format for the DPW Land Development Division and Building Services results (sections 4 and 5) is identical to the Regulatory Planning structure outlined above.

Section 4 – DPW Land Development Division Results

Section 5 – Building Services Results

Section 6 – General and Yes/No Questions

◆ The responses to 4 yes/no questions, 3 general closed-ended questions, and 1 general open-ended question are presented.

DEFINITION OF TERMS

The terms defined below are encountered in the information that follows:

Mean: An arithmetic mean that is the sum of the responses for each statement divided by the number of responses for each statement.

Median: "Middle value" of a list. That is, half the numbers in the list are greater than the median response and half are less.

Mode: The most frequently occurring number in a list. In the case of the Customer Survey, it was the response (from "Far Exceeds Expectations" to "Unacceptable") that was the most often chosen for any one statement.

Standard Deviation: Standard deviation tells how spread out the responses are from the arithmetic mean. A standard deviation close to zero indicates that most responses are close to the mean response and that a greater degree of agreement exists among respondents with regard to the statement. A greater standard deviation indicates that there was a wider spread of variation in the responses and that a greater degree of disagreement exists among respondents with regard to the statement.

SECTION II—CLASSIFICATION STATEMENTS

The survey began with the following classification statements. They are included here to demonstrate the type of customer who responded to the survey.
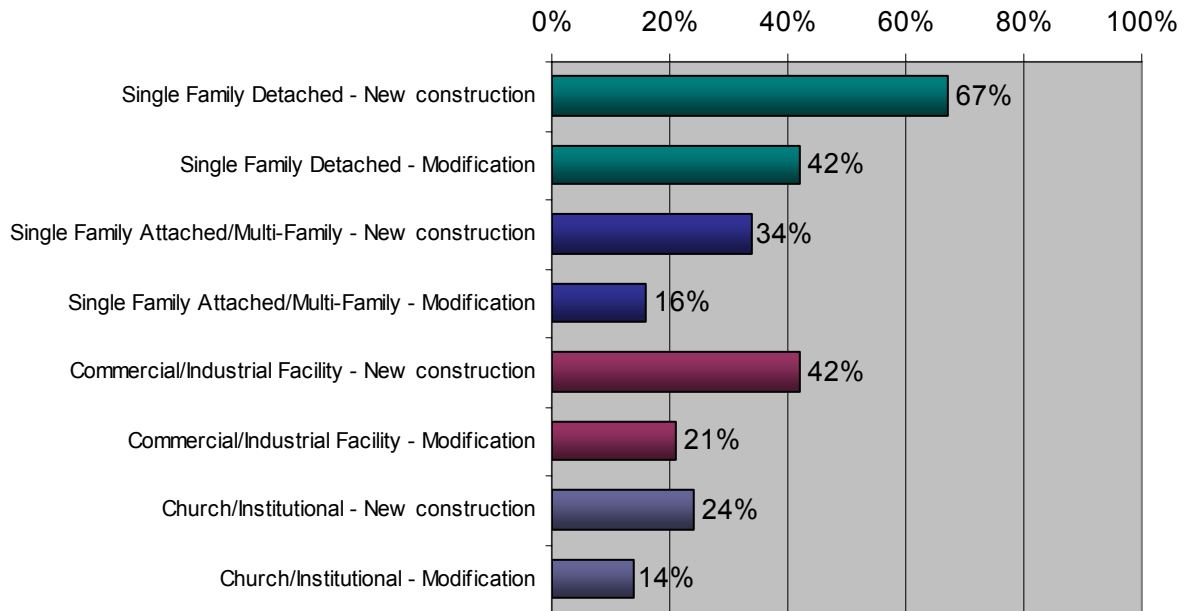
First, please mark all of the categories that apply to you as a customer.
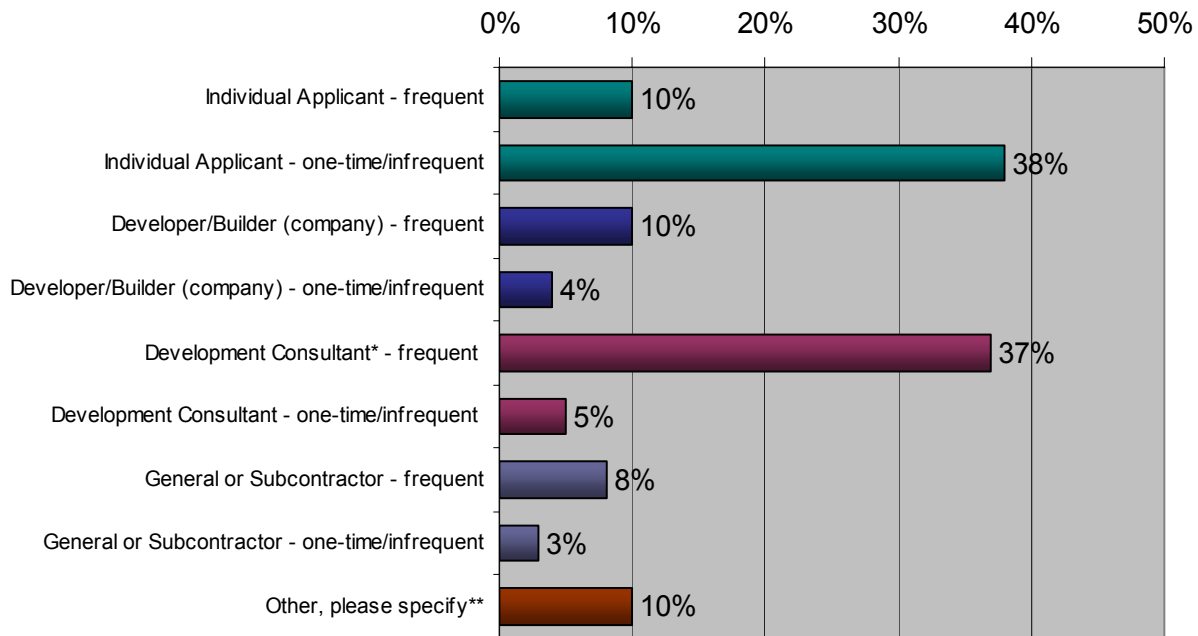
* (e.g. engineer, architect, landscape architect, lawyer, planner, etc.)

** Other responses include: (1) Rice Canyon Fire Victim; (2) Valley Center Community Planning Group; (3) CEQA document preparer, Biologist; (4) Community Planning Group member; (5) stakeholders; (6) Owner, general contractor, developer, architect; (7) Individual/Building Inspector; (8) Tentative Map 8057 approved 1998; (9) Lot Split; (10) property owner; (11) Civil Engineer; (12) retiree; (13) Owner builder; (14) interested community member; (15) Acoustical Consultant; (16) Wildland Fire Consultant; (17) Planning Group Member; (18) Planning Group and Design Review Board Member; (19) will be returning for a garage permit soon; (20) Planning Group; (21) Chair of Sponsor Group attend meetings w/owners; (22) Ramona Community Planning Group; (23) One permit, frequent visits; (24) Planning Group/Sponsor Group Chair.

Please mark the types of project(s) you have been involved with.

Project Type	Percentage
Single Family Detached - New construction	67%
Single Family Detached - Modification	42%
Single Family Attached/Multi-Family - New construction	34%
Single Family Attached/Multi-Family - Modification	16%
Commercial/Industrial Facility - New construction	42%
Commercial/Industrial Facility - Modification	21%
Church/Institutional - New construction	24%
Church/Institutional - Modification	14%

SECTION III—REGULATORY PLANNING RESULTS

SUMMARY OF FINDINGS

The results for the Regulatory Planning section of the Customer Survey are summarized below. Of the 234 total completed surveys, 177 customers responded to questions about Regulatory Planning. As part of the survey, customers were asked to rate 22 specific aspects of Regulatory Planning on a scale from "Far Exceeds Expectations" (5) to "Unacceptable" (1). This summary includes the 5 highest ranking aspects and the 5 lowest ranking aspects. The **highest ranking** aspects include 'Informative brochures and handouts' (2.70) and 'Use of technology (web site, record research, plan check, document submittal)' (2.69). The **lowest ranking** aspects include 'Processing / turnaround times of environmental (CEQA) documents' (1.82) and 'Processing / turnaround times of application review' (1.87).

5 Highest Ratings

(Presented in *descending* order. 5 is the highest score)

Subject	Mean	Median	Mode	Std Dev
Informative brochures and handouts	**2.70**	3	3	0.91
Use of technology (web site, record research, plan check, document submittal)	**2.69**	3	3	1.02
Pre-application review meeting	**2.60**	3	3	0.93
Helpfulness of planners	**2.54**	3	3	0.93
Effectiveness of project meetings	**2.50**	3	3	0.95

The mean of each response is presented graphically below.
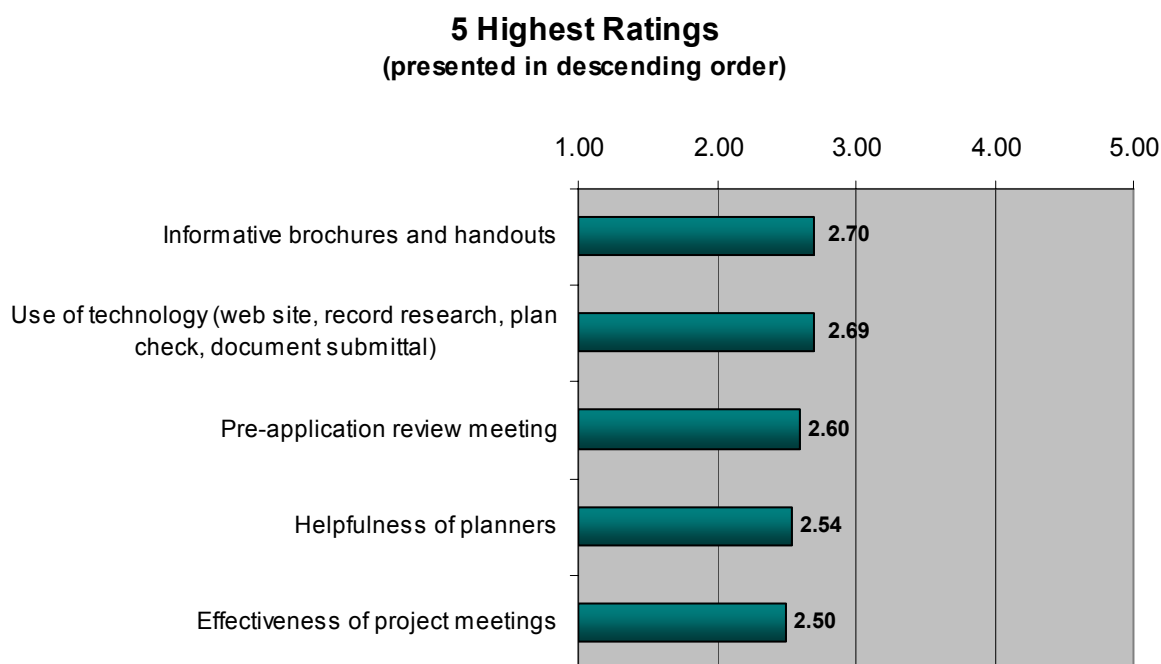
5 Highest Ratings
(presented in descending order)

5 Lowest Ratings

(Presented in *ascending* order. 1 is the *lowest* score)

Subject	Mean	Median	Mode	Std Dev
Processing / turnaround times of environmental (CEQA) documents	**1.82**	2	1	0.95
Processing / turnaround times of application review	**1.87**	2	1	0.98
Timeliness of staff written comments	**2.03**	2	1	0.98
Overall process	**2.08**	2	2	0.87
Staff ability to assess and resolve project issues	**2.08**	2	1	1.01

The mean of each response is presented graphically below.

5 Lowest Ratings
(presented in ascending order)
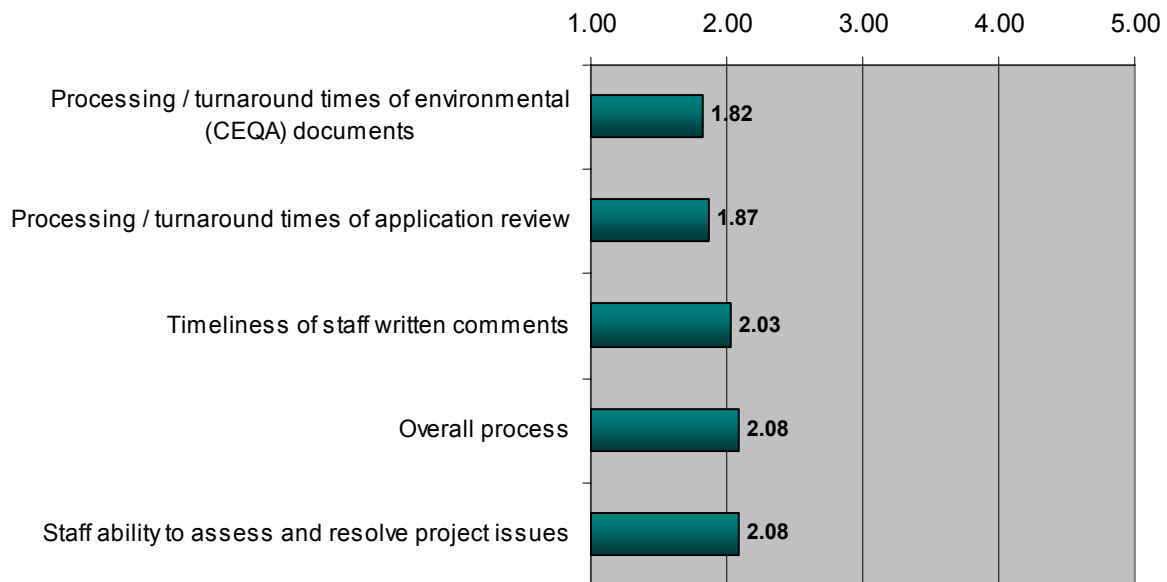
Below, each of the 22 aspects are presented with the calculation of the Mean, Median, Mode and Standard Deviation along with the percentage of each type of response, including "Don't Know/Not Applicable" and those left blank.

## Statistical Analysis for Each Statement – <u>Regulatory Planning</u>

	Mean	Median	Mode	Std Dev	% Far Exceeds Expctn.	% Above Expctn.	% Met Expctn.	% Below Expctn.	% Unaccept-able	% No Opinion	% Left Blank	Total
Helpfulness of planners	**2.54**	3	3	0.93	2%	11%	38%	33%	14%	1%	1%	100%
Informative brochures and handouts	**2.70**	3	3	0.91	2%	11%	42%	20%	10%	14%	1%	100%
Pre-application review meeting	**2.60**	3	3	0.93	2%	8%	38%	25%	11%	14%	2%	100%
Usefulness of pre-application review written comments	**2.49**	2	3	0.98	3%	7%	31%	28%	14%	15%	2%	100%
Cost of processing application (fees)	**2.09**	2	1	1.09	3%	4%	25%	19%	33%	15%	1%	100%
Thoroughness of application review	**2.40**	2	3	0.94	1%	8%	34%	31%	18%	5%	3%	100%
Processing / turnaround times of application review	**1.87**	2	1	0.98	2%	4%	16%	29%	42%	5%	2%	100%
Processing / turnaround times of environmental (CEQA) documents	**1.82**	2	1	0.95	1%	3%	17%	24%	41%	12%	1%	100%
Timeliness of staff written comments	**2.03**	2	1	0.98	1%	6%	20%	30%	32%	10%	1%	100%
The content of the comment letters I receive considers my specific project scope and concerns	**2.42**	2	2	0.95	2%	8%	29%	33%	15%	10%	3%	100%
Clarity of code and policies	**2.30**	2	3	0.97	1%	8%	32%	31%	23%	2%	4%	100%
Accuracy / consistency of code and policy interpretations	**2.26**	2	2	0.90	1%	6%	31%	38%	20%	1%	3%	100%
Complexity of regulations	**2.25**	2	3	1.05	3%	7%	30%	29%	28%	1%	2%	100%
Communication on project status	**2.23**	2	2	0.94	2%	6%	28%	37%	23%	3%	2%	100%

Statistical Analysis for Each Statement – <u>Regulatory Planning</u>

	Mean	Median	Mode	Std Dev	% Far Exceeds Expctn.	% Above Expctn.	% Met Expctn.	% Below Expctn.	% Unaccept-able	% No Opinion	% Left Blank	Total
Use of technology (web site, record research, plan check, document submittal)	**2.69**	3	3	1.02	2%	16%	37%	19%	14%	10%	2%	100%
Responsiveness to / consideration of customer concerns	**2.27**	2	1	1.09	2%	11%	28%	24%	30%	3%	2%	100%
Effectiveness of project meetings	**2.50**	3	3	0.95	2%	9%	36%	28%	15%	8%	2%	100%
Staff ability to assess and resolve project issues	**2.08**	2	1	1.01	1%	8%	21%	31%	32%	3%	3%	100%
Appeals process (if applicable)	**2.37**	2	3	1.01	1%	4%	20%	14%	12%	41%	8%	100%
How well project manager manages all reviews from other departments related to each project	**2.23**	2	3	0.97	2%	3%	31%	25%	23%	14%	3%	100%
Ease of accessing project manager to discuss project	**2.48**	3	3	0.98	2%	11%	32%	28%	16%	9%	2%	100%
Overall process	**2.08**	2	2	0.87	1%	2%	27%	40%	27%	1%	2%	100%

In addition to rating 22 specific aspects of Regulatory Planning, respondents were asked to rate Regulatory Planning staff based on five characteristics: courtesy; timeliness; positive attitude; knowledge; and fulfilling commitments. For each characteristic, respondents were asked to rate their satisfaction from "Far Exceeds Expectations" (5) to "Unacceptable" (1). Below, the responses for these five characteristics are presented:

Characteristic	Mean	Median	Mode	Std Dev
Courtesy	**3.01**	3	3	0.79
Timeliness	**1.99**	2	1	0.97
Positive Attitude	**2.58**	3	3	0.99
Knowledge	**2.53**	3	3	0.98
Fulfilling Commitments	**2.13**	2	1	1.04

The mean of each response is presented graphically below.

Regulatory Planning Staff Ratings
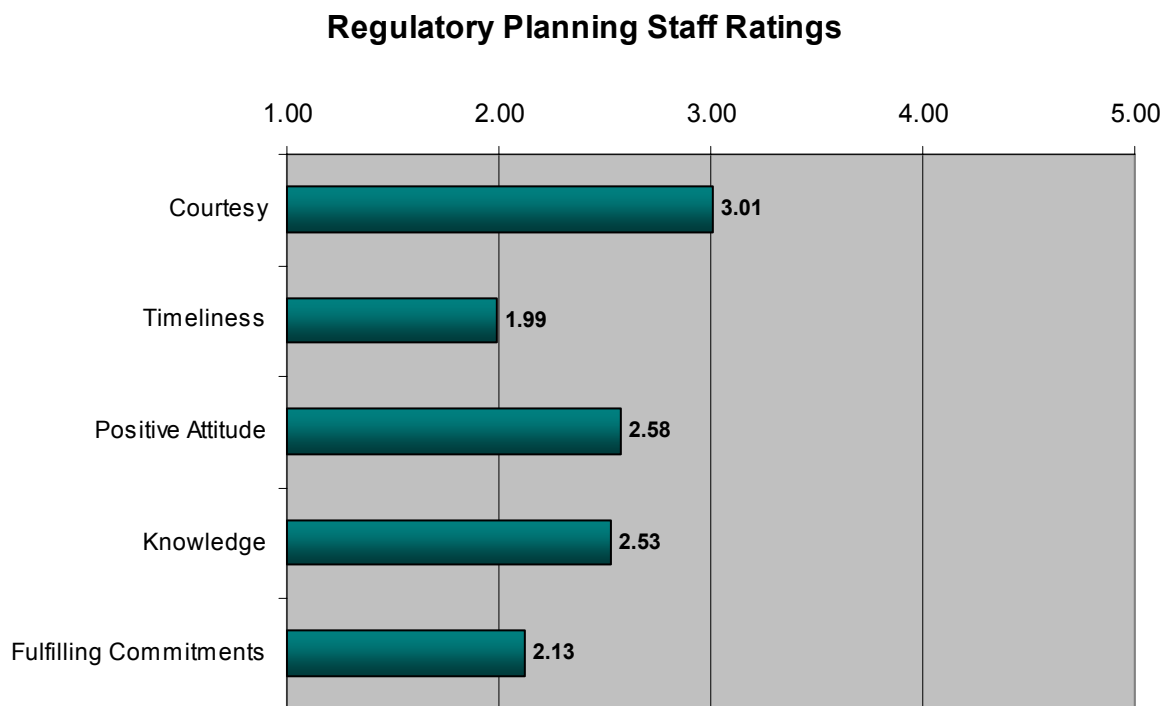
Customers were asked 5 open-ended questions about Regulatory Planning. Below, a summary of the responses is presented. The results are summarized by common themes identified in each response and are organized by count (frequency) of each response.

1.   *Have you noted any positive changes in the services provided in REGULATORY PLANNING during the past two years? If so, what?*

Count	#1 — Regulatory Planning (Summarized)
46	No improvement or worse than before
13	Yes, better attitude and availability of staff
10	Yes, improved customer service focus
8	Yes, reorganization
8	Yes, improved staff responsiveness
7	Yes, website and email usage improved
5	Yes, improved teamwork
5	No, inexperienced staff
3	Yes, Glenn Russell's customer service commitment
2	Yes, improved counter service
1	No, need more flyers to residents about meetings
1	Yes, ordinances have been clarified
1	Yes, there are less scoping items being added or adjusted
1	Yes, wireless connectivity

2. *In what areas should REGULATORY PLANNING focus its attention in the next year to provide excellent service to the public?*

Count	#2 — Regulatory Planning (Summarized)
21	Improve the timeliness of the process and responding to applicants
19	Improve staff attitudes toward public
18	Consistency in applying regulations and policy
16	Improve training for staff
10	Less adversarial staff
9	Establish a point person for project questions
8	Improve coordination between DPW and DPLU
5	Lower fees
4	Revamp entire process
4	Simplify regulations
3	Complete GPA 2020. Do not modify use regulations
3	Hire more staff
2	Place more emphasis on homeowners
2	Keep the same staff on a project throughout life of process
1	Improve website services
1	Rely less on Civil Engineers to process paperwork
1	More public input on zoning regulations
1	Establish pay for performance for staff
1	Diversify office locations
1	Simplify pre-application meetings for minor projects

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3. *What resources would you like to see provided by REGULATORY PLANNING (e.g., more effective and updated descriptions of the processes, more information on the website, etc.)?*

Count	#3 — Regulatory Planning (Summarized)
24	More information available on website
18	Customer-oriented staff
11	Streamline processing
11	Consistency in interpretation of ordinances and planning documents
8	Improve the website and make navigation easier
8	Provide online project status report
6	Improved training for staff
5	Improve communication skills (phone & email)
4	Publish a step-by-step description of process
3	Reduce conflicts between departments
3	Publish and follow timelines
3	Provide more informational handouts
3	Provide online processing
1	Diversify office locations
1	Remove redundancy from application process

4. *If your project included processing an Environmental Impact Report (EIR), what comments or suggestions do you have for improving the process?*

Count	#4 — Regulatory Planning (Summarized)
17	Simplify and compress the process
14	EIR requirements need to be consistently applied
10	EIR process is too time consuming and costly
8	Findings are too arbitrary
6	Streamline County Counsel involvement in process
5	Educate staff in requirements and regulations
4	Fewer rounds of comments and revisions; County Counsel involved earlier in the process
3	CEQA experts should be involved as Project Managers
2	Current process is acceptable
1	Joint site visit would be helpful
1	Scoping meetings and hearings should be held in communities where project is located
1	Lead Planner should be given the authority to make regulatory decisions
1	State regulations are too burdensome
1	Meet more often with consultants

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5. *Please add any comments you may wish to elaborate on any of the responses above.*

Count	#5 — Regulatory Planning (Summarized)
21	Very slow and expensive process
20	Staff not service-oriented
15	Staff has adversarial attitude towards public
13	Lack of consistency in staff decisions
9	Constantly changing Project Managers
6	Department of Public Works not cooperative
7	Reduce and streamline timeframes; Eliminate time extensions to cut process time
4	Staff turnover a serious problem
2	Reorganization needed
1	Lack of concern for developer and end user
1	On-line submittal for Initial Project Review
1	E-copies of project documents are helpful
1	All issues should be addressed in the initial scoping letter
1	Kearny Mesa location too small
1	Not enough good staff at Project Manager level
1	Staff incentives would speed up process time
1	Padded seats, coffee and water needed in waiting area
1	Environmentalists should not always have final word
1	Notify community neighbors when EIR is completed

SECTION IV—DPW LAND DEVELOPMENT DIVISION RESULTS

SUMMARY OF FINDINGS

The results for the DPW Land Development Division section of the Customer Survey are summarized below. Of the 234 total completed surveys, 140 customers responded to questions about DPW Land Development Division. As part of the survey, customers were asked to rate 19 specific aspects of DPW Land Development Division on a scale from "Far Exceeds Expectations" (5) to "Unacceptable" (1). This summary includes the 5 highest ranking aspects and the 5 lowest ranking aspects. The **highest ranking** aspects include 'Application checklist requirements' (2.65) and 'Helpfulness of DPW front counter assistance' (2.59). The **lowest ranking** aspects include 'Number of re-checks' (1.81) and 'Communication on project status' (2.04).

5 Highest Ratings

(Presented in *descending* order. 5 is the highest score)

Subject	Mean	Median	Mode	Std Dev
Application checklist requirements	2.65	3	3	0.77
Helpfulness of DPW front counter assistance	2.59	3	3	0.93
Informative brochures and handouts	2.55	3	3	0.79
Use of technology (web site, record research, construction plan check, document submittal)	2.41	3	3	0.91
Thoroughness of construction plan review	2.30	2	3	0.93

The mean of each response is presented graphically below.

5 Highest Ratings
(presented in descending order)
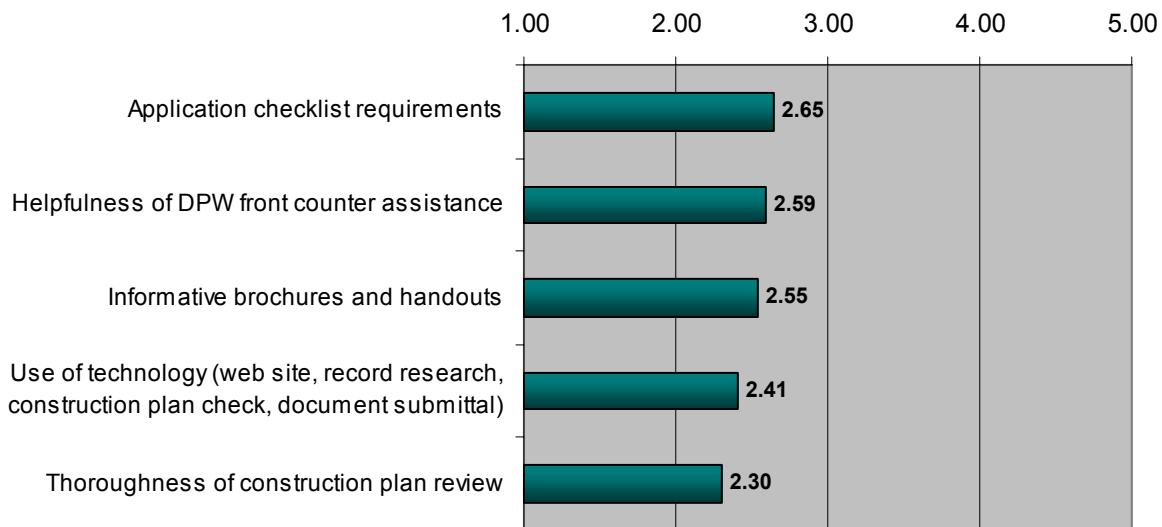
5 Lowest Ratings

(Presented in *ascending* order. 1 is the *lowest* score)

Subject	Mean	Median	Mode	Std Dev
Number of re-checks	**1.81**	2	1	0.90
Communication on project status	**2.04**	2	1	1.00
Accuracy / consistency of code interpretations	**2.05**	2	1	0.89
How well project manager manages all reviews from other departments related to each project	**2.05**	2	2	0.94
Overall process	**2.05**	2	2	0.89

The mean of each response is presented graphically below.

5 Lowest Ratings
(presented in ascending order)

Number of re-checks	1.81
Communication on project status	2.04
Accuracy / consistency of code interpretations	2.05
How well project manager manages all reviews from other departments related to each project	2.05
Overall process	2.05
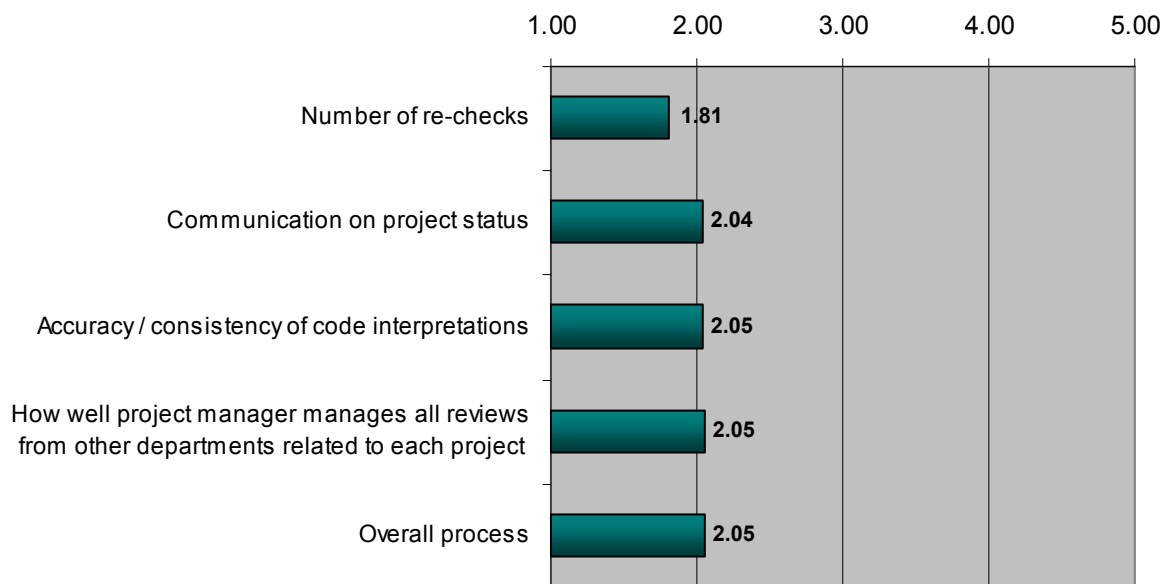
Below, each of the 19 aspects are presented with the calculation of the Mean, Median, Mode and Standard Deviation along with the percentage of each type of response, including "Don't Know/Not Applicable" and those left blank.

Statistical Analysis for Each Statement - DPW Land Development Division

	Mean	Median	Mode	Std Dev	% Far Exceeds Expctn.	% Above Expctn.	% Met Expctn.	% Below Expctn.	% Unaccept-able	% No Opinion	% Left Blank	Total
Helpfulness of DPW front counter assistance	2.59	3	3	0.93	0%	14%	36%	24%	13%	11%	3%	100%
Informative brochures and handouts	2.55	3	3	0.79	0%	4%	44%	20%	10%	19%	2%	100%
Application checklist requirements	2.65	3	3	0.77	0%	8%	49%	24%	8%	9%	3%	100%
Cost of processing application (fees)	2.07	2	1	0.97	1%	3%	30%	20%	32%	11%	3%	100%
Thoroughness of construction plan review	2.30	2	3	0.93	0%	8%	29%	29%	19%	13%	3%	100%
Processing / turnaround times of construction plan review	2.08	2	1	1.06	0%	9%	24%	18%	35%	11%	3%	100%
Timeliness of staff written comments	2.08	2	1	0.96	0%	6%	27%	26%	33%	4%	3%	100%
Clarity of codes and policies	2.15	2	2	0.87	0%	4%	31%	35%	25%	2%	3%	100%
Accuracy / consistency of code interpretations	2.05	2	1	0.89	0%	3%	31%	29%	32%	3%	3%	100%
Communication on project status	2.04	2	1	1.00	0%	6%	29%	21%	39%	3%	2%	100%
Use of technology (web site, record research, construction plan check, document submittal)	2.41	3	3	0.91	1%	6%	37%	23%	16%	14%	4%	100%
How well project manager manages all reviews from other departments related to each project	2.05	2	2	0.94	1%	4%	21%	28%	28%	14%	4%	100%
Process of "minor" changes to plans	2.12	2	1	0.95	0%	5%	26%	22%	27%	17%	2%	100%
Timeliness of re-checks	2.15	2	2	0.96	0%	7%	24%	26%	26%	13%	4%	100%

Statistical Analysis for Each Statement - <u>DPW Land Development Division</u>

	Mean	Median	Mode	Std Dev	% Far Exceeds Expctn.	% Above Expctn.	% Met Expctn.	% Below Expctn.	% Unaccept-able	% No Opinion	% Left Blank	Total
Number of re-checks	**1.81**	2	1	0.90	0%	2%	21%	21%	41%	13%	2%	100%
Process for final / parcel map approval	**2.17**	2	3	1.03	1%	4%	25%	17%	24%	24%	4%	100%
Responsiveness to / consideration of customer concerns	**2.11**	2	2	1.01	1%	8%	21%	33%	31%	4%	3%	100%
Ease of accessing project manager to discuss project	**2.20**	2	1	1.03	0%	10%	29%	22%	30%	6%	4%	100%
Overall process	**2.05**	2	2	0.89	0%	4%	27%	33%	31%	2%	3%	100%

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In addition to rating 19 specific aspects of DPW Land Development Division, respondents were asked to rate DPW Land Development Division staff based on five characteristics: courtesy; timeliness; positive attitude; knowledge; and fulfilling commitments. For each characteristic, respondents were asked to rate their satisfaction from "Far Exceeds Expectations" (5) to "Unacceptable" (1). Below, the responses for these five characteristics are presented:

Characteristic	Mean	Median	Mode	Std Dev
Courtesy	**2.84**	3	3	0.80
Timeliness	**2.09**	2	2	0.94
Positive Attitude	**2.47**	2	3	0.93
Knowledge	**2.65**	3	3	0.93
Fulfilling Commitments	**2.21**	2	1	1.04

The mean of each response is presented graphically below.

DPW Land Development Division Staff Ratings
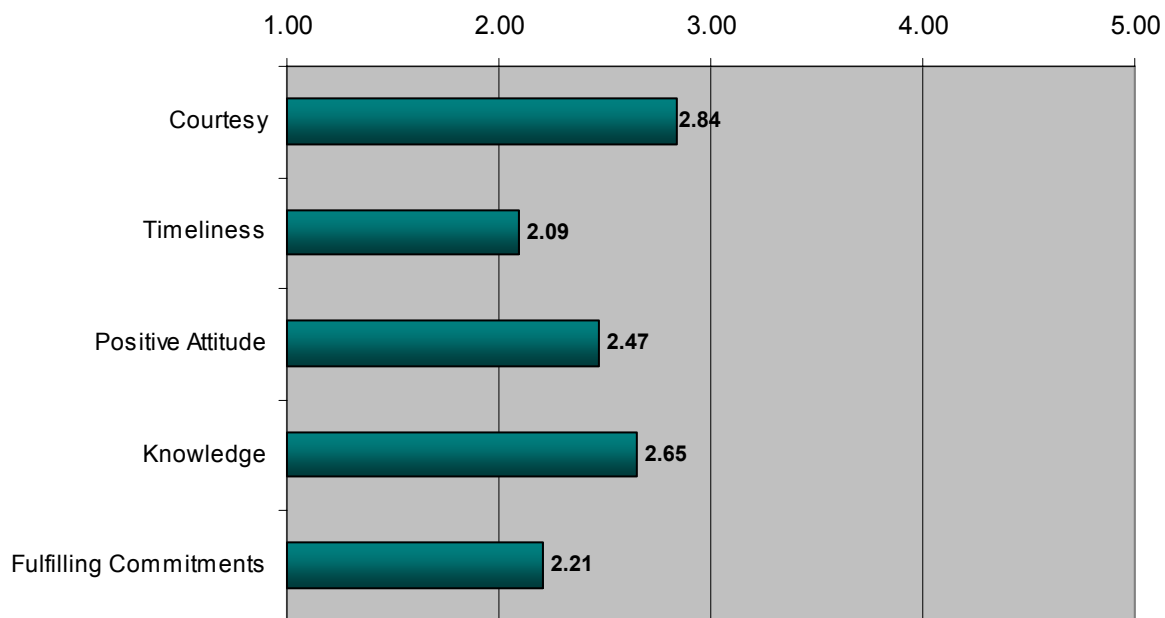
Customers were asked 2 open-ended questions about DPW Land Development Division. Below, a summary of the responses is presented. The results are summarized by common themes identified in each response and are organized by count (frequency) of each response.

1.   Have you noticed any positive changes in the services provided in the DPW LAND DEVELOPMENT DIVISION during the past year? If so, what?

Count	#1 — DPW Land Development Division (Summarized)
42	No improvement or worse than before
9	No, still takes too long; Costs too much
9	Yes, some improvement in project managers/staff/counter service
3	No, many staff turnovers; New corrections; Have to start over
3	Yes, plan check improved
3	Yes, attitudes improved; Better communication
3	Yes, BPR an improvement
2	Yes, willingness to meet/discuss issues helpful
2	No, closure of San Marcos office decreased service
1	Yes, water quality information and updates have improved
1	Yes, new technical manuals very helpful
1	No, plan check deteriorating
1	No, staff too process oriented, not goal oriented

2. *In what areas should the DPW LAND DEVELOPMENT DIVISION focus its attention in the next year to provide excellent service to the public?*

Count	#2 — DPW Land Development Division (Summarized)
21	Focus on customer service/knowledge/attitude/helpfulness/communication/next steps in process
14	Reduce time for process; Keep to schedule; Streamline
14	Speed up plan check process; Identify issues early in process; Provide accurate comments without boilerplate; Minimize iterations
7	More timely responses; Respond to phone and email in 24 hours
7	Avoid inconsistencies/inserting personal preferences/misleading/changing decisions/ additional requirements/failure to include all players
7	Hire competent, experienced, qualified staff; Remove others
6	Need competent, experienced project managers, empowered and willing to make decisions
6	Process needs improvement/all comments at once; Forms are confusing, etc.
5	Improve web site; Provide accurate info; Provide project status online; All forms/requirements
5	Lower fees
5	Goal should be successful completion/flexibility, not endless blocking/delays/additional requirements
4	Retain planners thru project; Don't start over if turnover
2	Better coordination with DPLU; Reduce mixed messages
2	Provide more local offices
1	Staff should be prepared for meetings/read reports/not double book, etc.
1	Improved staff training
1	Continue progress make with BPR
1	Discontinue front desk; Allow an appt. to start project with a planner

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SECTION V—BUILDING SERVICES RESULTS

SUMMARY OF FINDINGS

The results for the Building Services section of the Customer Survey are summarized below. Of the 234 total completed surveys, 118 customers responded to questions about Building Services. As part of the survey, customers were asked to rate 16 specific aspects of Building Services on a scale from "Far Exceeds Expectations" (5) to "Unacceptable" (1). This summary includes the 5 highest ranking aspects and the 5 lowest ranking aspects. The **highest ranking** aspects include 'Timeliness of inspections' (3.23) and 'Thoroughness of inspections' (3.10). The **lowest ranking** aspects include 'Communication on project status' (2.22) and 'Complexity of regulations' (2.24).

5 Highest Ratings

(Presented in *descending* order. 5 is the highest score)

Subject	Mean	Median	Mode	Std Dev
Timeliness of inspections	**3.23**	3	3	0.95
Thoroughness of inspections	**3.10**	3	3	0.98
Accuracy of inspections	**3.05**	3	3	1.00
Informative brochures and handouts	**2.86**	3	3	0.75
Helpfulness of front counter assistance	**2.82**	3	3	0.93

The mean of each response is presented graphically below.
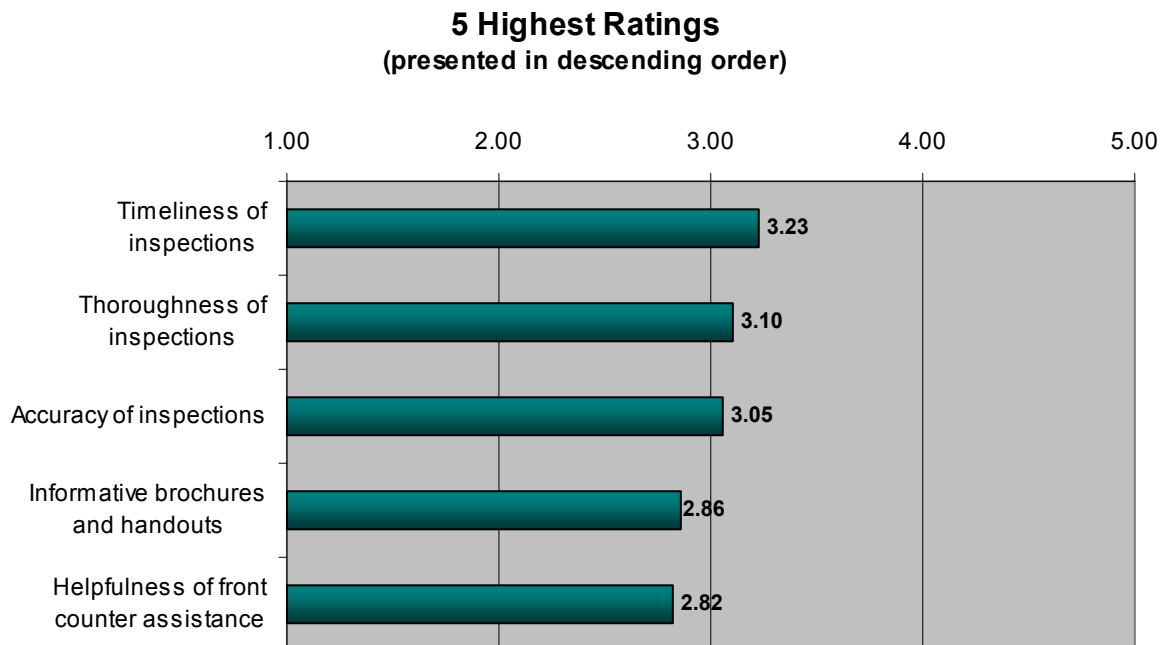
5 Highest Ratings
(presented in descending order)

5 Lowest Ratings

(Presented in *ascending* order. 1 is the *lowest* score)

Subject	Mean	Median	Mode	Std Dev
Communication on project status	**2.22**	2	3	0.96
Complexity of regulations	**2.24**	2	3	0.86
Processing / turnaround times of plan review	**2.27**	2	2	1.03
Accuracy / consistency of code interpretations	**2.30**	3	3	0.91
Cost of permits (fees)	**2.32**	2	3	1.07

The mean of each response is presented graphically below.

5 Lowest Ratings
(presented in ascending order)
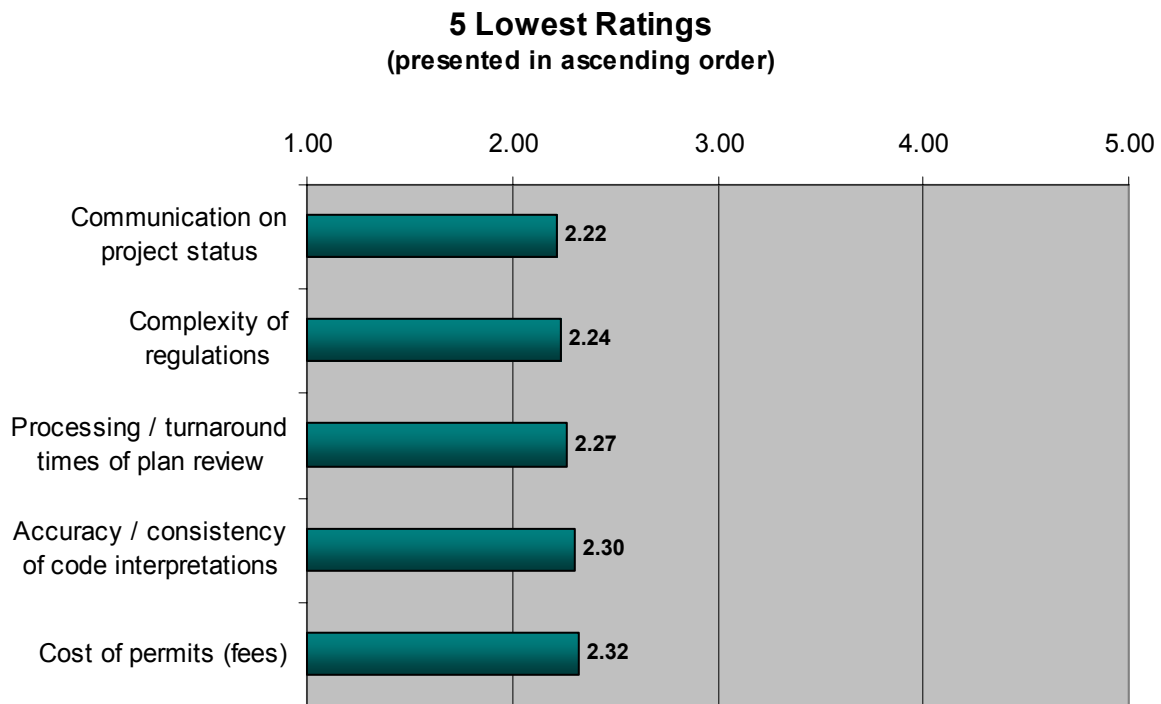
Below, each of the 16 aspects are presented with the calculation of the Mean, Median, Mode and Standard Deviation along with the percentage of each type of response, including "Don't Know/Not Applicable" and those left blank.

Statistical Analysis for Each Statement - Building Services

|	Mean	Median	Mode	Std Dev	% Far Exceeds Expctn.	% Above Expctn.	% Met Expctn.	% Below Expctn.	% Unaccept-able	% No Opinion	% Left Blank	Total
Helpfulness of front counter assistance	2.82	3	3	0.93	2%	18%	42%	19%	9%	6%	4%	100%
Informative brochures and handouts	2.86	3	3	0.75	1%	12%	47%	19%	3%	13%	5%	100%
Cost of permits (fees)	2.32	2	3	1.07	3%	7%	34%	19%	26%	7%	4%	100%
Thoroughness of plan review	2.54	3	3	1.02	3%	9%	40%	20%	18%	5%	5%	100%
Processing / turnaround times of plan review	2.27	2	2	1.03	2%	8%	26%	28%	25%	7%	4%	100%
Complexity of regulations	2.24	2	3	0.86	0%	3%	36%	28%	21%	6%	6%	100%
Accuracy / consistency of code interpretations	2.30	3	3	0.91	1%	3%	42%	22%	22%	6%	5%	100%
Communication on project status	2.22	2	3	0.96	1%	4%	35%	22%	26%	8%	4%	100%
Use of technology (web site, record research, plan check, document submittal)	2.48	3	3	0.84	1%	3%	43%	23%	13%	13%	4%	100%
Timeliness of inspections	3.23	3	3	0.95	7%	23%	40%	8%	5%	11%	7%	100%
Thoroughness of inspections	3.10	3	3	0.98	4%	23%	41%	6%	8%	12%	6%	100%
Accuracy of inspections	3.05	3	3	1.00	4%	21%	38%	8%	8%	13%	7%	100%
Responsiveness to / consideration of customer concerns	2.78	3	3	1.13	5%	17%	32%	17%	14%	8%	7%	100%
Ability to assess and resolve project issues	2.80	3	3	1.08	3%	20%	29%	20%	12%	8%	8%	100%
Ease of accessing project manager to discuss project	2.47	3	3	1.03	2%	8%	31%	19%	17%	15%	8%	100%
Overall process	2.60	3	3	0.99	2%	13%	37%	23%	14%	5%	6%	100%

In addition to rating 16 specific aspects of Building Services, respondents were asked to rate Building Services staff based on five characteristics: courtesy; timeliness; positive attitude; knowledge; and fulfilling commitments. For each characteristic, respondents were asked to rate their satisfaction from "Far Exceeds Expectations" (5) to "Unacceptable" (1). Below, the responses for these five characteristics are presented:

Characteristic	Mean	Median	Mode	Std Dev
Courtesy	**2.97**	3	3	0.87
Timeliness	**2.38**	2	3	1.13
Positive Attitude	**2.67**	3	3	1.01
Knowledge	**2.73**	3	3	1.01
Fulfilling Commitments	**2.57**	3	3	1.06

The mean of each response is presented graphically below.

Building Services Staff Ratings
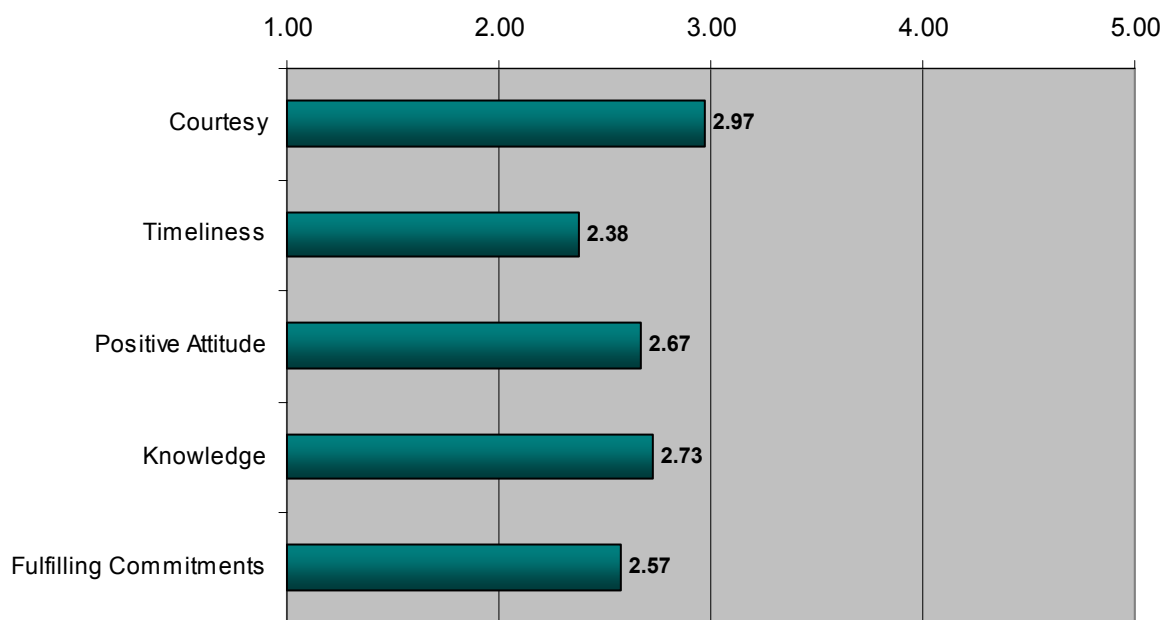
Customers were asked 2 open-ended questions about Building Services. Below, a summary of the responses is presented. The results are summarized by common themes identified in each response and are organized by count (frequency) of each response.

1.   *Have you noticed any positive changes in the services provided in BUILDING SERVICES during the past two years? If so, what?*

Count	#1 — Building Services (Summarized)
25	No improvement or worse than before
4	No, turnaround time is far too long to get through process
3	Yes, improved staff; Better communication skills; Less waiting
2	Yes, inspectors courteous, timely, helpful
2	Yes, front counter has knowledgeable/friendly personnel
1	Yes, somewhat improved, but still takes much longer than most other places
1	Yes, general customer service good; People are willing to help
1	Yes, better brochures, info sheets, how to proceed, etc.
1	Yes, fewer cycles to go through the process
1	No, technology throughout needs to be improved
1	No, public access system does not provide useful data tracking
1	No, every time a new engineer is assigned, start over, add new comments
1	No, Thursday evenings were stopped; Harder on long-distance visitors
1	No, strong overreaction to fire was followed by too many new conditions
1	No, fees too high
1	BPPR process has helped to streamline

2. *In what areas should BUILDING SERVICES focus its attention in the next year to provide excellent service to the public?*

| Count	#2 — Building Services (Summarized)
14	Improve processing time and consistency on plan check and re-checks
9	Improve/increase/replace/upgrade staff
6	Better communication/customer service; Less arrogance; Knowledgeable
6	Provide consistent, constant, complete, unchanging instructions from all inspectors
6	Streamline/improve/redesign the entire permit process
4	Need more staff/techs empowered to make things happen
4	Provide accurate, complete information/instructions/requirements on first visit
4	Provide reasonable and flexible interpretation/communication of plan compliance
4	Open/re-open satellite office(s)
3	Provide a firm schedule; Have staff accountability
3	Less waiting
2	Return phone calls and email within 24 hours
2	Have assigned staff person answer questions/make a decision/not equivocate
1	Consider outsourcing operations to a private, more efficient company
1	Publish a guide on inspector expectations and pitfalls
1	Focus on completing the outstanding permit applications
1	More access to building code information on line for customer
1	Permit submission of materials on-line
1	Provide readable copies of permit forms at site
1	Retain inspectors; Lessen turnover

SECTION VI—GENERAL AND YES/NO QUESTIONS

YES/NO QUESTIONS

Customers were asked to respond Yes/No to the following 4 questions.

Initial information given to me by DPLU and DPW was accurate and complete.

(224 Responses)

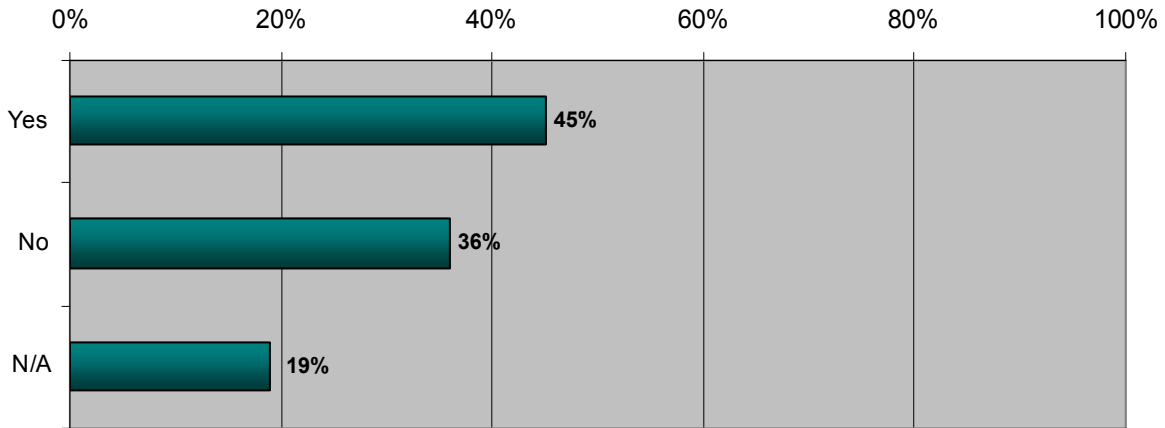| Response	Percent
Yes	33%
No	49%
N/A	18%
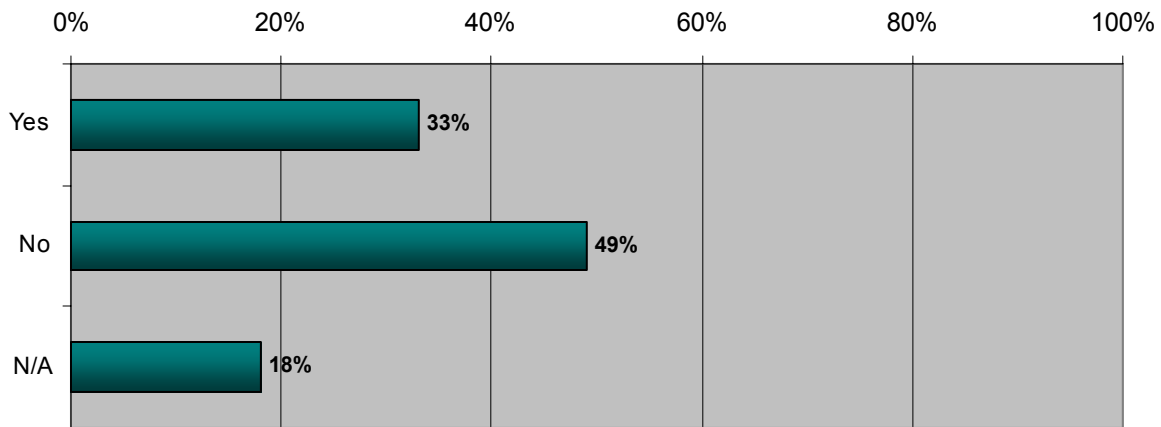
Additional substantial changes to my project that should have been brought up in the first review were not required or revealed to me until subsequent reviews.
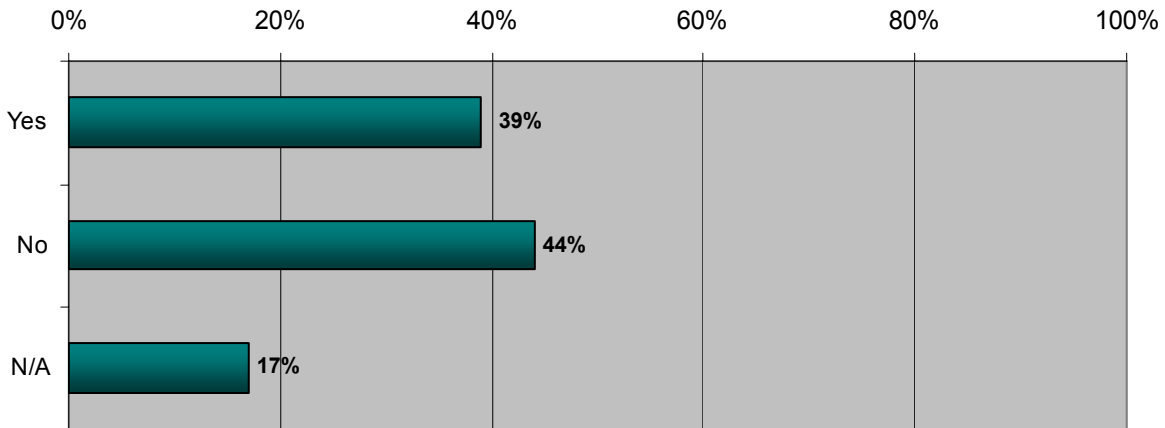
(223 Responses)

Response	Percent
Yes	60%
No	19%
N/A	21%
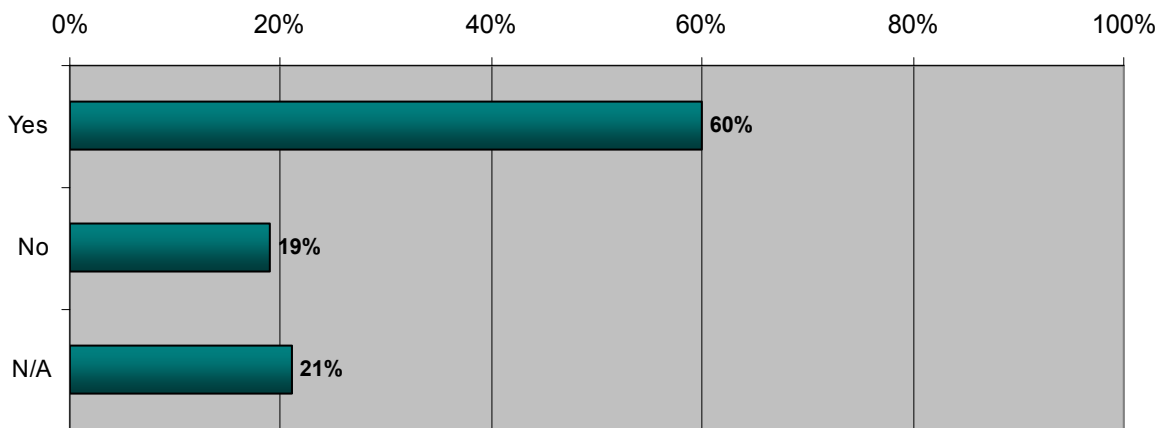
I would consider the option to pay extra for "express" processing.

(222 Responses)

I would consider the option to pay increased fees if it would increase timeliness and quality of work.
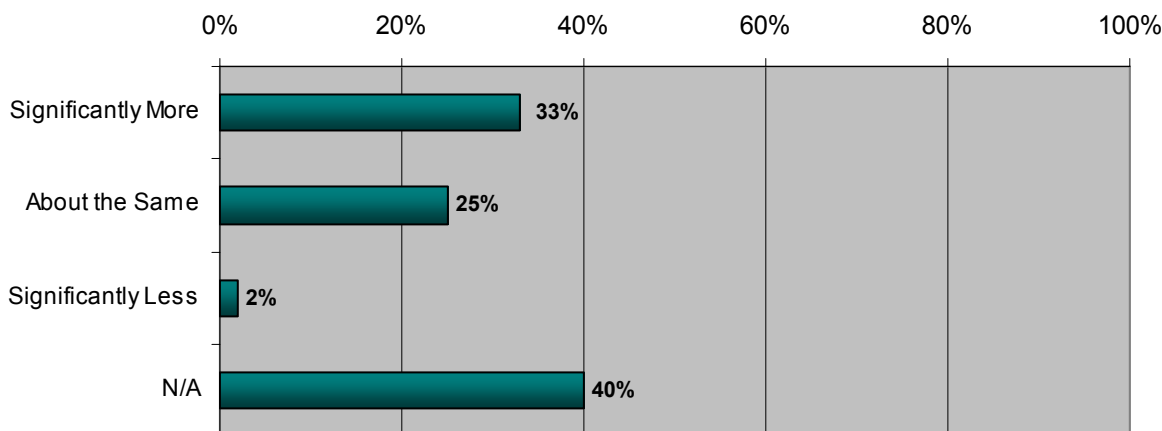
(222 Responses)

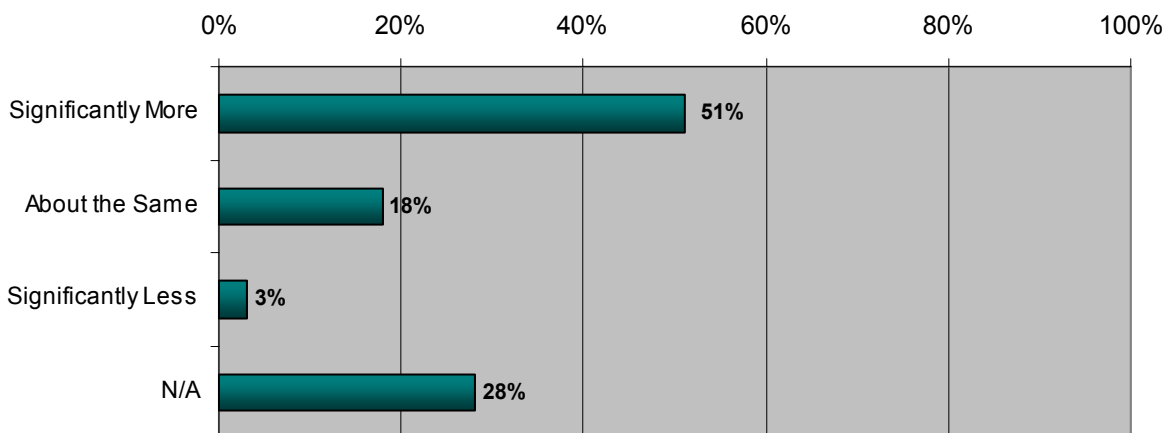Customers were also asked to respond to the following 3 general questions.

In my experience, the cost of processing any permit or application with San Diego County when compared to the same type of permit/application in other jurisdictions in the San Diego area is:
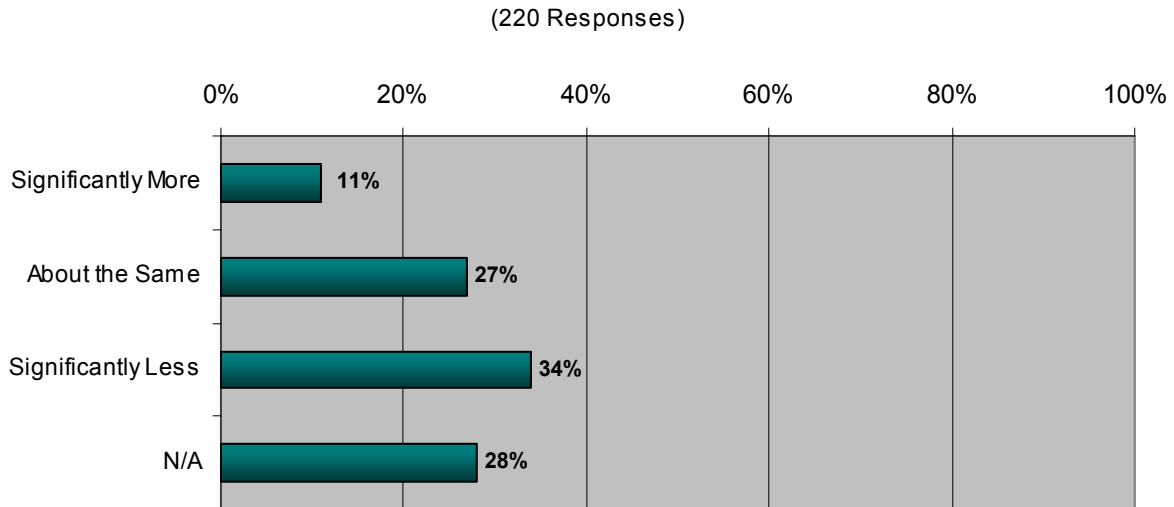
(221 Responses)

In my experience, the time to process any permit/application with San Diego County when compared to the same type of permit/application in other jurisdictions in the San Diego area is:

(221 Responses)

In my experience, the overall quality of processing any permit or application (knowledge of project management, problem solving, and communication) with San Diego County when compared to the same type of permit/application in other jurisdictions in the San Diego area is:

(220 Responses)

Category	Percent
Significantly More	11%
About the Same	27%
Significantly Less	34%
N/A	28%

Please add any specific comments or suggestions you may have for improving services in DPLU and DPW overall.

Count	Customer OVERALL Responses (Summarized)
12	Staff improvement needed (speed, knowledge, customer service & comfort, hours of operation)
6	Better customer service (less adversarial, more helpful, return calls, etc.)
6	Reorganize entire organization/"Chaos"; Need new management/staff
5	Need to streamline process, reduce requirements, notify applicants of all up front
5	More realistic approach by staff when dealing with professionals
4	Better/more staff/team players; Follow management direction
3	Establish department-wide ordinance interpretations; Apply uniformly/fairly
3	Lower fees; Fees should not be charged due to staff's lack of preparedness
3	Time required too long; Greatly exceeds other comparable jurisdictions
3	No fee increase unless guaranteed 'not to exceed' or be refunded for staff errors
3	DPLU needs to be revamped; More realistic/Less conservative environmental requirements
3	No extra fees for express service; All service should be express
2	Lack of business/real world experience in DPLU line staff is a major problem
2	Too many hurdles to overcome in processing a project
2	Review plans thoroughly when first submitted; Reduce/eliminate subsequent reviews/visits
2	Better website; Submissions should be all electronic; Plan check status on-line
2	Improved communication/coordination between DPLU/DPW
2	See customers as partners, not enemies
2	Need a central point of contact; Process too complicated to navigate alone
1	Hourly fee for unregistered line staff is too high
1	Combine DPW/DPLU under one manager (and one set of deadlines/approach)
1	Have staff offer acceptable solutions when issues are found during review
1	Difficult to hire consultants willing to work in SD County due to prior experiences
1	More communication with public on changes, procedures, etc.
1	Re-open outlying annexes

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